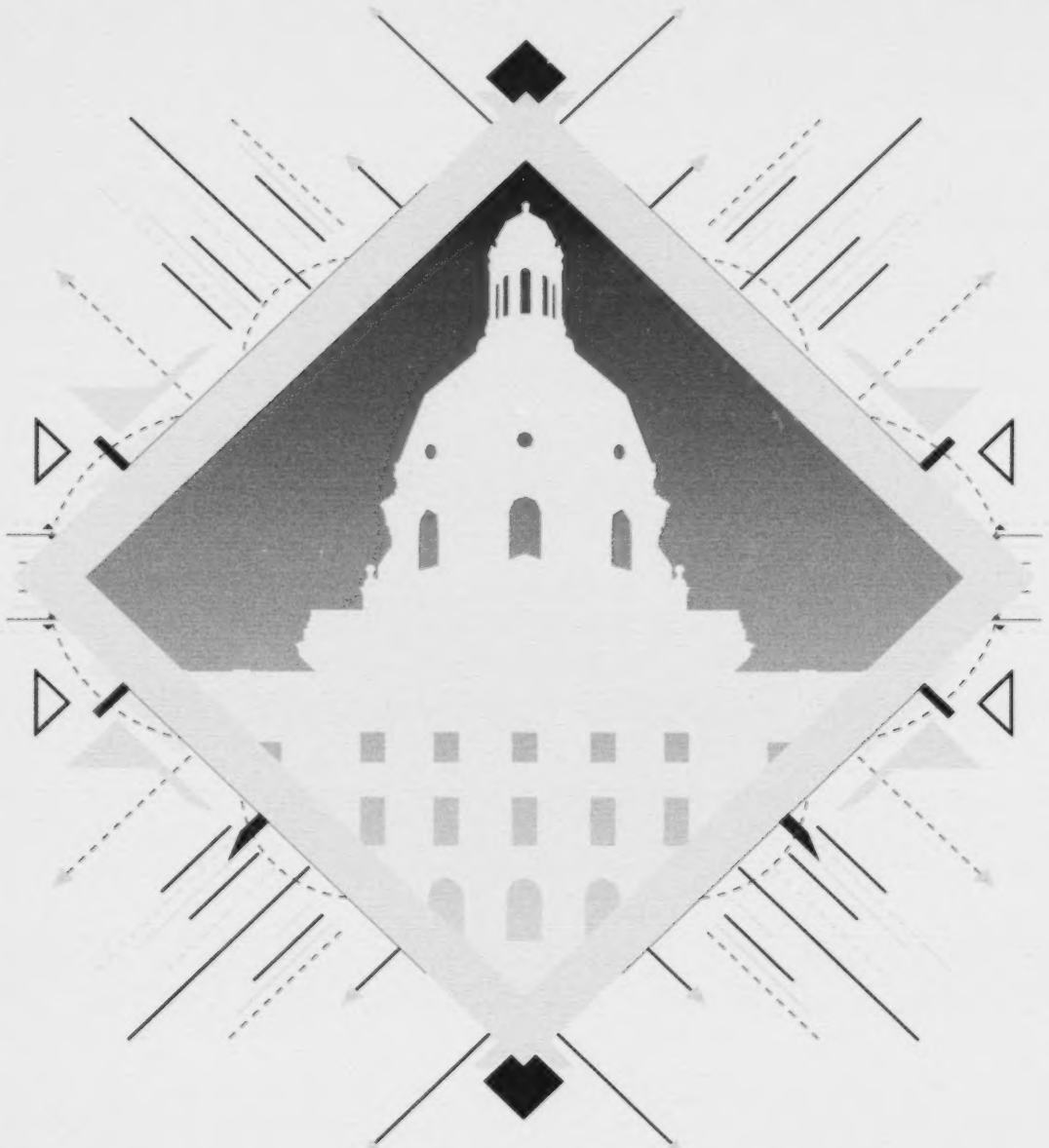
THRIVING

on the Challenges of Change

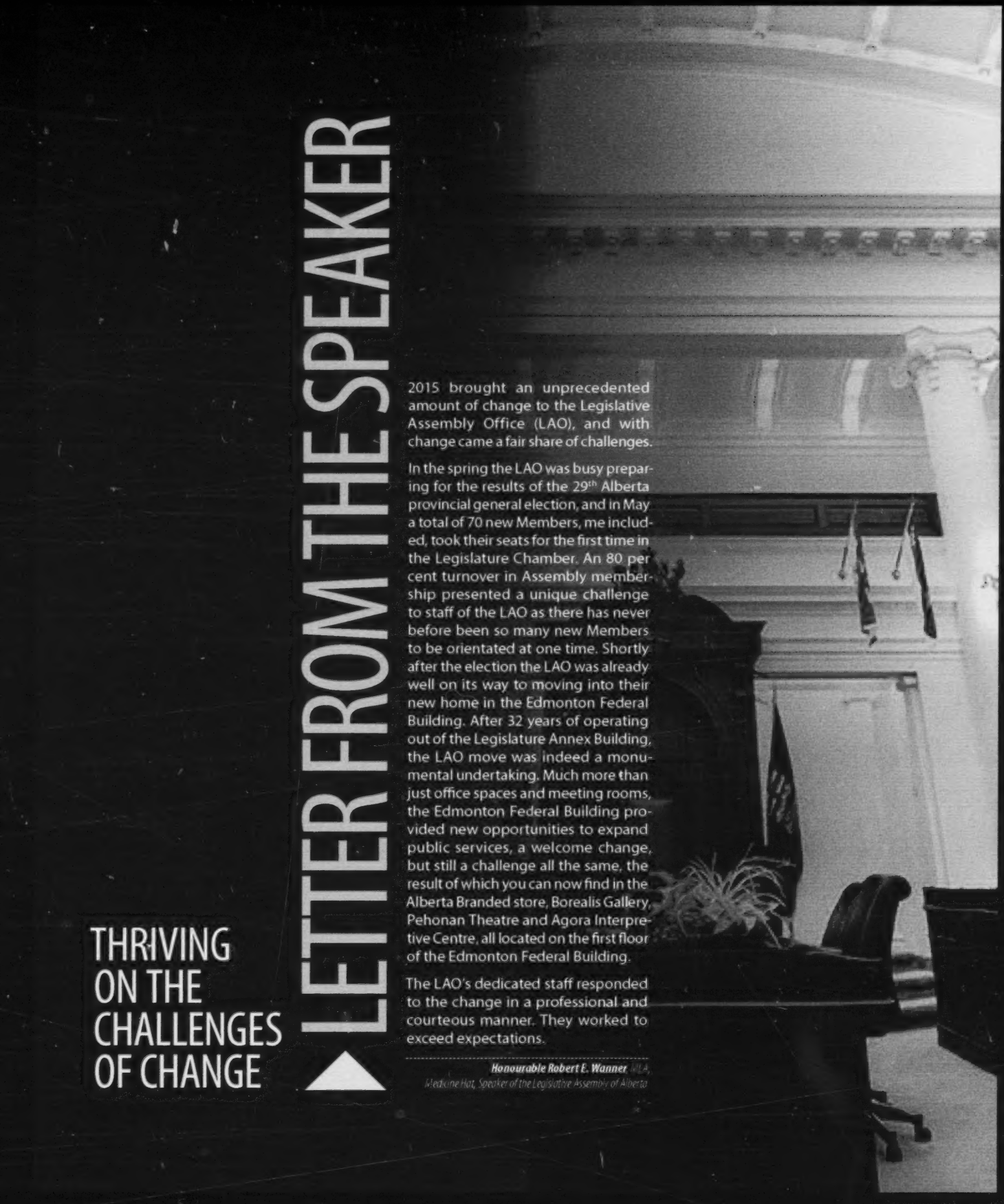


Legislative Assembly Office 2015 Annual Report

2015 Annual Report of the Commonwealth Parliamentary Association, Alberta Branch and Interparliamentary Relations

LETTER FROM THE SPEAKER

THRIVING ON THE CHALLENGES OF CHANGE



2015 brought an unprecedented amount of change to the Legislative Assembly Office (LAO), and with change came a fair share of challenges.

In the spring the LAO was busy preparing for the results of the 29th Alberta provincial general election, and in May a total of 70 new Members, me included, took their seats for the first time in the Legislature Chamber. An 80 per cent turnover in Assembly membership presented a unique challenge to staff of the LAO as there has never before been so many new Members to be orientated at one time. Shortly after the election the LAO was already well on its way to moving into their new home in the Edmonton Federal Building. After 32 years of operating out of the Legislature Annex Building, the LAO move was indeed a monumental undertaking. Much more than just office spaces and meeting rooms, the Edmonton Federal Building provided new opportunities to expand public services, a welcome change, but still a challenge all the same, the result of which you can now find in the Alberta Branded store, Borealis Gallery, Pehonan Theatre and Agora Interpretive Centre, all located on the first floor of the Edmonton Federal Building.

The LAO's dedicated staff responded to the change in a professional and courteous manner. They worked to exceed expectations.

Honourable Robert E. Wanner *M.L.A.,*
Medicine Hat, Speaker of the Legislative Assembly of Alberta

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OUR HISTORY

Established in 1983, Alberta's Legislative Assembly Office has roots that can be traced back to 14th-century England, when Parliament elected the first Speaker and appointed the first Clerk. The Legislative Assembly Office works hard to uphold and abide by parliamentary tradition while at the same time ensuring our operations are run in a non-partisan manner and respond to the needs of the Members we serve.

It may come as a surprise to some, but the Legislative Assembly Office is not a government department. The government is the executive branch, responsible for applying and enforcing laws, and the Legislative Assembly is responsible for establishing those laws. The LAO is a unique entity separate from government, with the dedication and commitment to provide all Members of the Legislative Assembly, regardless of party affiliation, with the support they need to represent and serve their constituents.

OUR MISSION

To provide nonpartisan parliamentary support to the Speaker and Members of the Legislative Assembly as they carry out their roles as elected representatives.

OUR VISION

Respect Tradition

Exemplify Service

Promote Innovation

OUR VALUES

Employees of the Legislative Assembly Office (LAO) are proud to provide services to the Legislative Assembly on behalf of the citizens of Alberta. We are guided in our work and conduct by a core set of principles that motivate us as individuals and reflect the qualities of the Legislative Assembly Office as a whole.

Improvement

Encouraging a commitment to ongoing development of skills and services that enhance the operations of the LAO while respecting the traditions of the office.

Impartiality

Acting in an impartial and objective manner at all times to support the unique and politically neutral role of the LAO.

Integrity

Providing services in an accountable, responsive, ethical and dedicated manner.

Involvement

Promoting awareness and engagement in the democratic process.

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OUR SERVICES

OFFICE OF THE CLERK

The Clerk is the chief officer of the Legislative Assembly and has authority and responsibility equivalent to that of a deputy minister of a government department. Under the direction of the Speaker the Clerk has both procedural and managerial responsibilities and oversees the delivery of nonpartisan services to Members of the Legislative Assembly and their staff.

The Office of the Clerk is responsible for:

- providing advice, research and support to the Speaker and Members on procedural matters concerning the privileges, rules, usages and proceedings of the Assembly and co-ordinating procedural services by other officers of the Assembly;
- preparing documents of the Assembly and ensuring the safekeeping of the Assembly's documents and records;
- providing all necessary administrative and support services to the Assembly during its sittings and ensuring that essential services are provided to the Assembly Chamber;
- presiding over the election of the Speaker at the opening of a new Legislature;
- announcing the Assembly's order of business and conducting its recorded votes or divisions during its sittings; and
- supervising the officers of the Assembly, including the Law Clerk and Director of Interparliamentary Relations, Senior Parliamentary Counsel and Director of House Services, the Sergeant-at-Arms and Parliamentary Counsel.

As chief operating officer the Clerk has the following managerial responsibilities:

- directing the operation of the Legislative Assembly Office;
- authorizing all financial commitments the Assembly enters into;
- directing the preparation of the Assembly's annual estimates and advising the Members' Services Committee in their consideration and approval;
- acting as liaison at the deputy minister level with government departments on matters related to the Assembly, the Chamber and the Legislative Assembly Office; and
- serving as chair of the LAO Executive Committee, which comprises the Law Clerk and Director of Interparliamentary Relations, Senior Parliamentary Counsel and Director of House Services, Sergeant-at-Arms, Director of Human Resources, Information Technology and Broadcast Services, Director of Financial Management and Administrative Services, Legislature Librarian, and Manager of Corporate Communications and Broadcast Services.

COMMUNICATIONS SERVICES

Communications Services provides strategic planning, consulting and design expertise to the LAO's internal and external audiences. Communications Services' responsibilities include:

- supporting the organizational goals of the LAO and the mandates of all-party committees;
- delivering professional writing, design and web services in the creation of promotional and educational materials for the LAO;
- co-ordinating social media and media relations and maintaining internal and external websites for the Legislative Assembly; and
- assisting with planning, execution and documentation in support of special events.

BROADCAST SERVICES

Broadcast Services oversees the accurate and high-quality broadcast production of the House proceedings and soon, of selected committees. Additional responsibilities of Broadcast Services include:

- managing the communication of information affecting the LAO's broadcasts, video streams and other video-specific media deliverables;
- developing guidelines and procedures for broadcast operations, both to ensure consistency with contract staff as well as to enhance operations as we move towards fulfilling our mandate of having LAO-owned equipment and in-house staffing to support the production and distribution of video for House and soon-to-be committee

proceedings. This includes branding protocols, camera operations and live production protocols;

- the provision of professional video editing capabilities for pre- and post-production work in support of the Legislative Assembly; and
- assisting with the co-ordination of remote broadcasts involving external media.

PARLIAMENTARY COUNSEL

The office of Parliamentary Counsel is comprised of the Law Clerk and Director of Interparliamentary Relations, who heads the branch, Senior Parliamentary Counsel and Director of House Services, lawyers and staff. The branch provides legal advice to the Speaker, Members, committees and the LAO on a broad range of legal issues, including contract law, employment law and leasing. The office is also responsible for:

- defending and asserting the rights, privileges and immunities of Members and the Assembly;
- providing legal assistance to Members in the performance of their duties;
- aiding Members with the drafting of private Members' Bills and amendments to all types of Bills as well as providing advice on private Bills;
- serving as counsel to the committees of the Assembly, including Members' Services, Legislative Offices, Private Bills and the Legislative Policy Committees;
- serving as corporate counsel to the LAO in reviewing contracts and other legal agreements;
- assisting Members with administering oaths and using their ex officio notarial powers;
- approving petitions prior to their presentation in the Assembly; and
- preparing official copies of the Bills enacted by the Legislature.

In addition, some members of the office serve as Table Officers, providing legal and procedural advice in the Assembly.

INTERPARLIAMENTARY RELATIONS

Interparliamentary Relations is responsible for organizing Alberta's participation in various parliamentary associations and organizations and managing relations between the Assembly and other Canadian and international parliaments. Responsibilities include:

- co-ordinating the Legislative Assembly's participation in conferences, seminars and exchanges of a parliamentary nature in Canada and abroad; and
- organizing programs for incoming parliamentarians and legislators from around the world.

HOUSE SERVICES

House Services oversees House and committee proceedings and is responsible for the provision of procedural advice to the Speaker and Members. In addition, the branch is responsible for the production of various House and committee documents and records, including the official report of the debates of the Assembly and its committees, also known as *Alberta Hansard*, as well as the Order Paper, Votes and Proceedings and the *Journals*.

Other responsibilities include:

- ensuring that all administrative, financial and support services are available for the effective operation of standing and special committees of the Assembly;
- providing nonpartisan research and issue analysis as directed and in support of the mandates of the committees of the Assembly; and
- processing items to be placed on notice on the Order Paper, including Bills, Motions, Written Questions, Motions for Returns and Motions Other than Government Motions.

HUMAN RESOURCE SERVICES

Human Resource Services (HRS) provides customized human resource management, compensation and consulting services to support the Legislative Assembly of Alberta. These services include:

- development and implementation of multidisciplinary human resource strategies to meet operational objectives;
- leadership and advice on human resources-related issues such as organizational design and planning, recruitment, talent management and development, employee relations, health and wellness, disability management, Member remuneration and staff compensation and classification;
- management of the integrated, in-house payroll and HR systems; and
- ensuring an efficient transition of staff and MLAs at general elections, by-elections and cabinet shuffles.

Our client group consists of 87 MLAs, their caucus and constituency employees as well as the nonpartisan management and staff who operate under the authority of the Speaker of the Legislative Assembly. Working in close consultation with MLAs and managers, we support contract, full-time, part-time, sessional and program staff.

FINANCIAL MANAGEMENT AND ADMINISTRATIVE SERVICES

Financial Management and Administrative Services (FMAS) supports the Speaker, Members and the LAO by providing financial management and administrative services.

Financial Management services include budget preparation, processing of claims, expenses and allowances (Members, caucuses and branches), transaction compliance review and accounting, preparation of monthly reports for Members and branches, preparation of financial statements and co-ordination of the financial statement audit.

Administrative services include furniture, equipment and supplies procurement, constituency office services (leasing, set-up, moves, et cetera) and property management co-ordination for LAO offices and caucuses.

In addition, FMAS is also responsible for:

- administering the Freedom of Information and Protection of

Privacy Act as it pertains to the LAO and providing advice and assistance in access and privacy matters for Members and the LAO;

- managing the development and implementation of an information and records management program for the Legislative Assembly and providing advice and support on information records management issues to Members of the Assembly and staff; and
- providing risk management and insurance coverage, advice and claims co-ordination services to Members and LAO branches.

VISITOR, CEREMONIAL AND SECURITY SERVICES

Visitor, Ceremonial and Security Services (VCSS) is responsible for a broad range of services to both Members of the Legislative Assembly and the public. In support of the mandate of the LAO VCSS engages the public to become involved in the parliamentary process through participation in tours of the building, educational programs and special events. As well, in partnership with the Alberta Sheriffs VCSS is responsible for security policy and the security arrangements at the Legislature Building. The branch manages all security for the Legislature Chamber, Legislative Assembly committee meetings and constituency offices. The branch is also the principal adviser to the LAO on matters of ceremony, security and protocol.

In addition, VCSS advises MLAs, constituency staff and LAO employees on security matters, liaises with external intelligence, public safety and security organizations and is responsible for:

- directing the LAO security access card program;
- overseeing the Page program;
- taking attendance of Members in the House;
- providing the care and custody of the Mace;
- the furniture and fittings of the Assembly;
- directing the operation of the Visitor Centre; and
- offering services to the public, including guided tours, educational programs, special events and gallery bookings.

LIBRARY SERVICES

The Legislature Library was established in 1906 to serve as a parliamentary library for Members of the Legislative Assembly. Library Services provides nonpartisan, confidential and timely information, news and reference services to Members and their constituency and caucus staff as well as the LAO. Applying both a traditional approach and the latest technology, Library Services is also responsible for:

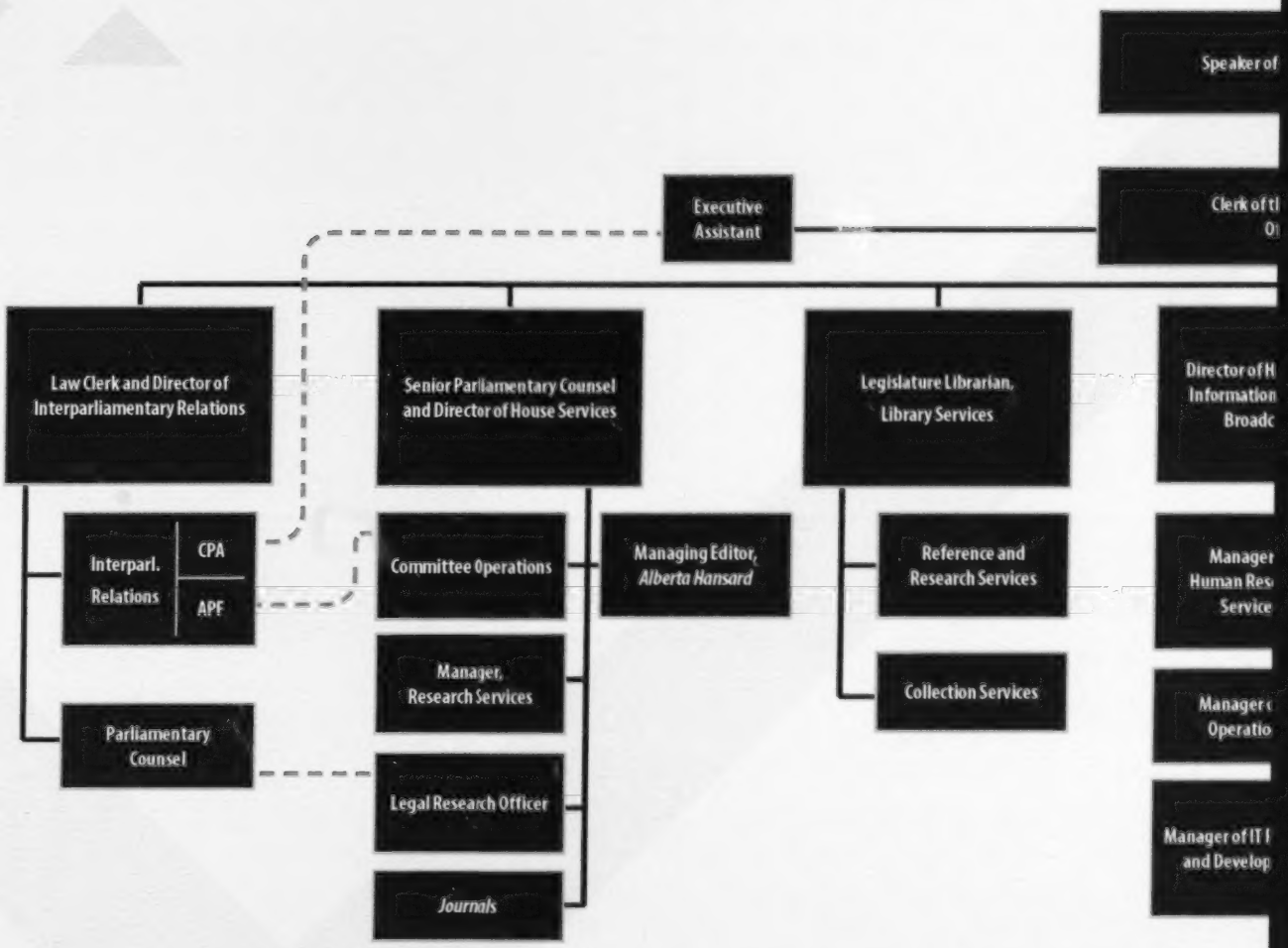
- compiling and delivering a customized daily electronic news service to Members;
- responding to Members' information needs through licensed databases and e-books as well as an electronic government documents repository and network;
- collecting and providing access to information on public policy matters in areas such as health, law, science, business, environment, energy, social issues and education; and
- preserving and chronicling information about Alberta's history and parliamentary heritage, including data about Members and electoral divisions.

INFORMATION TECHNOLOGY SERVICES

Information Technology Services (ITS) provides all technology services to the Speaker, Members, caucuses, constituency offices and LAO branches. The ITS branch, under the direction of the Director of Human Resources, Information Technology and Broadcast Services, focuses on introducing the latest in technology to best serve the needs of the stakeholders.

- acquiring, deploying and maintaining all hardware and software
- procuring, contract negotiating and supporting mobile devices
- co-ordinating and delivering IT training
- supporting all network infrastructure, including network servers, cabling and wireless facilities
- enforcing policies and guidelines to provide a secure IT environment
- providing consultation services to analyze business needs and deploy the best technology solution
- developing and deploying applications on multiple platforms, including desktop and web
- supporting enterprise applications with a focus on workflow and integrating with the business processes
- supporting audiovisual and multimedia applications, including streaming of House and committee proceedings
- co-ordinating all Member telecommunications services
- supporting audiovisual and multimedia technology throughout the LAO, including the Chamber and committee rooms. The technology focuses on recording all proceedings for *Hansard* transcription, audio/video conferencing to support remote participation in meetings, web streaming and archiving and presentation tools.

OUR TEAM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Manager of Corporate Communications and Broadcast Services

Director of Financial Management and Administrative Services, Senior Financial Officer

Sergeant-at-Arms
Director of Visitor, Ceremonial and Security Services

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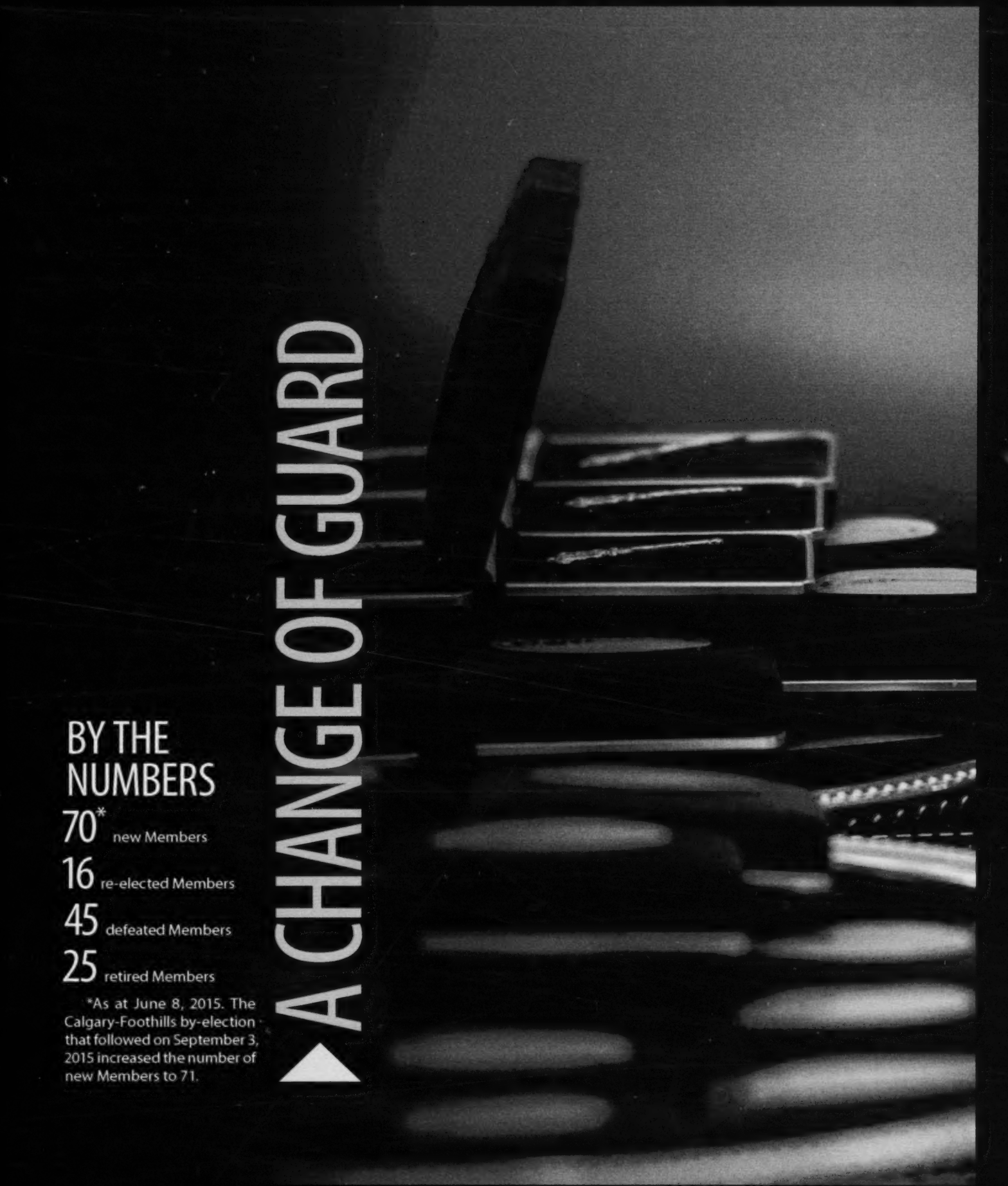
OUR PROGRESS



A CHANGE OF GUARD

BY THE NUMBERS

70* new Members

16 re-elected Members

45 defeated Members

25 retired Members

*As at June 8, 2015. The Calgary-Foothills by-election that followed on September 3, 2015 increased the number of new Members to 71.

The Legislative Assembly of Alberta is deeply rooted in the traditions of the British parliamentary system. Hundreds of years of influence live on, evident in ceremonies and terms still prevalent in today's democratic process. One of the most admired British traditions is the changing of the guard which originally referred to when the old guard hands over responsibility for protecting Buckingham Palace and St. James Palace to the new guard. In modern times the phrase has been borrowed to describe a situation of significant change or where new people replace others in positions of importance.

On May 5, 2015, one could say that the Legislative Assembly of Alberta underwent a change of guard in its own right. On this day the 29th provincial general election took place and made way for an unprecedented turnover of Members that included a change in the governing party more than four decades. This headline-grabbing turnover involved a significant number of people, not only the defeated Members but also all of the respective caucus and constituency staff that supported them.

PRE-ELECTION: IN FORMATION

It was on April 7, 2015, with the dropping of the writ, that the election was officially called, but the Legislative Assembly Office was already in formation because it is clear on its role. The LAO was established in large part to carry out some of the most important functions of an election transition. As such, the LAO had much of its strategy in place up to a year and a half in advance of polling day. The anticipatory work done prior to the dissolution of the 28th Legislature enabled the entire staff of the LAO to be ready and equipped to meet the needs and expectations of both incoming and outgoing Members.

The process started with senior management's review of the organization's strategic goals for the incoming Legislature. While it would be near impossible to encapsulate on paper all the work of the Legislative Assembly Office, these Legislature and corporate objectives provide a foundation and framework for its operations, the overarching goal being the outstanding support and service provided to Members and to the Assembly as a whole.

As dissolution neared, some Members indicated their decision not to seek re-election. Human Resource Services (HRS), Information Technology Services (ITS) and Financial Management and Administrative Services (FMAS) assisted these individuals through their many parting responsibilities.

One-on-one meetings were conducted with these MLAs and supports were offered to assist them in their transition from elected office and back into civilian life.

All branches began updating various orientation items for new Members, both for print and for the internal orientation website. Preparing these materials was a cross-branch effort since the content presented touched on all aspects of the LAO. Revisions were made to the administrative and procedural videos and binders, as well as to the orientation packages for

new Members. These packages contained information on benefits, allowable expenses, security matters and other items that the new MLAs would need to be properly set up for their new roles. Other onboarding collateral such as branch summary sheets, scripts for the orientation videos, various House documents, precinct maps and organizational charts were updated and all of the electoral division information profiles were revised as needed. Packages were also prepared for the new caucus and constituency staff, as well as for the new MLA partners, to help them get up to speed on their new environment.

Parliamentary Counsel undertook a large volume of contract reviews, much of which involved amendments to Assembly staffing contracts and constituency office leases, and Research Services worked on briefing binders for presiding officers.

The eventual Speaker, Deputy Speaker and Deputy Chair of Committees would be well prepared for their new posts in the Assembly as a result of this work.

Where pre-election tasks and activities were concerned, as always, it took considerable planning, but the LAO worked together with familiar ease and duly prepared for the dissolution of the 28th Legislature to welcome the next.

ELECTION PERIOD: A FAMILIAR ROUTINE

The 30 days of dissolution is known as the election period and it is when much of the "heavy lifting" took place. Employees were invited to an information session where the Clerk of the Legislative Assembly, as de facto deputy minister of the organization, outlined what the staff could expect during and after the election period. Everyone had an opportunity to ask questions or seek clarification about their roles and responsibilities.

Transition guides were reviewed with the chiefs of staff of each caucus and sessions were conducted with constituency and caucus staff to outline what they were to expect during dissolution. Financial Management and Administrative Services (FMAS) provided direction on the proper closure of constituency offices and advised Members on how to correctly dispose of their MLA records. Constituency office staff were also informed of the limitations during dissolution but were reminded of services that would still be available for constituents.

Working with the Chief Electoral Office, the Legislature Library, Human Resource Services (HRS) and Information Technology Services (ITS) continued populating their list of candidates in each constituency. Statistics and sometimes anecdotes were collected. This compilation as well as other information collected by the Legislature Library and *Alberta Hansard* became helpful when biographies about the successful candidates would be written by the Communications Services branch. These three branches also collaborated on the production on commemorative materials such as the Legislature plaque, which depicts major events that impacted Alberta during the Assembly's sitting, and the montage, which honours all the MLAs that served during the 28th Legislature.

POST-ELECTION: EXPECT THE UNEXPECTED

By all accounts the results of Alberta's 29th provincial general election took everyone by surprise. The turnover of new Members – 70 of the 87 seats, to be exact – would place an incredible amount of responsibility on the shoulders of the LAO. From the front line to the senior management team, staff needed to pause (albeit very briefly) and take in the reality of this challenge. The very next morning the Clerk of the Legislative Assembly contacted the Members-elect to extend congratulations, and the entire LAO rolled up their sleeves and did what needed to be done to get the transition process under way.

The days following an election are always a challenging time for all involved, especially for Members who were hopeful to return but were not successful in their bid for re-election. Regardless of the outcomes the LAO continues to focus on delivering services with discretion and professionalism. Members who are defeated understandably want to wind down their operations as soon as possible with the majority taking the two-week window to complete post-election activities. Essentially, when outgoing Members are ready for their transition, LAO staff is able and willing to assist in an efficient but sensitive manner.

On the flip side of this, of course, were the 70 very excited and very keen Members-elect. For them, there were orientations and a lot information to take in within a short timeframe. Administrative and Procedural orientations took place in a large group setting in the Chamber, as well as smaller groups and one-on-one sessions to ensure that the new MLAs could ask more detailed questions and become better familiarized with the materials they were receiving. Orientations for caucus staff and constituency staff were also all conducted. In addition to the Members' orientations, the LAO also involved the Members' partners in the onboarding process as they also play a large part in the MLAs' service to the Assembly.

Communications Services worked with the Sergeant-at-Arms office and HRS to arrange to for Members' photos to be taken during orientations and to expedite the security passes. The branch also drafted biographies based on the information collected by the Legislature Library from the MLAs themselves. Videos and photos of the swearing-in ceremonies were also packaged and provided to the

Members and made available to the public through the LAO's social media. Other commemorative materials prepared by Communications Services included electoral scrolls and the numbered certificates which mark the Member's place in Alberta's legislative history. The numbering project was initiated by the Legislature Library, and the first of these certificates were issued following the 2008 provincial general election.

With respect to setting up the MLAs constituency operations, some Members opted to keep the existing offices while others decided to relocate. Setting up the offices could be likened to setting up a small business. The LAO acted as advisers, providing guidance on staff recruitment, finances and leasing contracts. LAO staff also handled the setting up of vendors for business cards, office supplies, technology and much more.

In view of the new Legislature ITS had built technology packages to meet the needs of the projected number of new Members. These packages included two desktop computers and one laptop for each constituency office and each Member. In spite of having the best laid plans, no one could have predicted the unprecedented change that took place. These events would require ITS to play some catch-up, but in the end the branch was able to complete the technology requirements for all of the new Members, new caucus staff and new constituency office staff alike.

A similar challenge was faced by FMAS as the number of Members in each caucus varied significantly from the previous Legislature. Hence, the office spaces which had been recently configured in the Edmonton Federal Building needed to be completely re-adjusted in some cases to suitably meet these changes.

DESPITE ALL OF THE ELECTION TRANSITION PRESSURE, JACQUELINE BREAULT, MANAGER OF CORPORATE SERVICES, FINANCIAL MANAGEMENT AND ADMINISTRATIVE SERVICES, SAID THAT "WHILE THE UNPRECEDENTED TURNOVER CAME WITH ITS SHARE OF CHALLENGES, NO ONE MISSED A BEAT. THIS IS JUST THE KIND OF COMMITMENT THAT THE LAO STAFF IS CAPABLE OF."

THE BEAT GOES ON

In order to best serve its Members, the Legislative Assembly Office continuously seeks to streamline and refine its operations. The goal is always to improve processes and apply innovative systems so that service delivery becomes even more seamless and efficient, allowing MLAs to focus their time on what counts, serving constituents throughout the province. The LAO looks to best practices in the field of parliamentary support, namely from other jurisdictions, other

Legislatures and Assemblies in Canada and from across the Commonwealth.

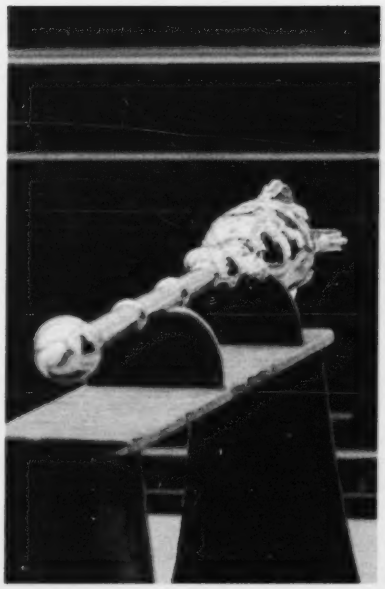
The LAO is specifically looking to modernize its delivery of information to Members beyond OurHouse, the LAO's intranet, and e-mail. The goal is to create a truly dynamic portal that could provide just-in-time resources to Members in a secure manner. And yet, while there are increasing demands to have more resources provided to Members in digital format, the LAO recognizes that there are still a few unique, one-of-a-kind documents that Members do enjoy receiving for themselves and their family, including the aforementioned numbered certificates and copies of their maiden speeches, some of the very first words they present as Members of the Legislative Assembly.

The nature of the organization's role in election transition is cyclical indeed, and the next provincial general election will entail more of the same: same processes, same materials, same services, same objectives. This is not to say that "same" is not effective, but the LAO recognizes that it needs to also keep up with technology and service demands from the Members. The focus will continue to be on creating efficiencies and thinking more strategically about what Members will need in the future to carry out their duties and responsibilities to Albertans. As is always the case, the LAO will gladly fulfill these needs so that the MLAs, in turn, can properly serve their constituents.

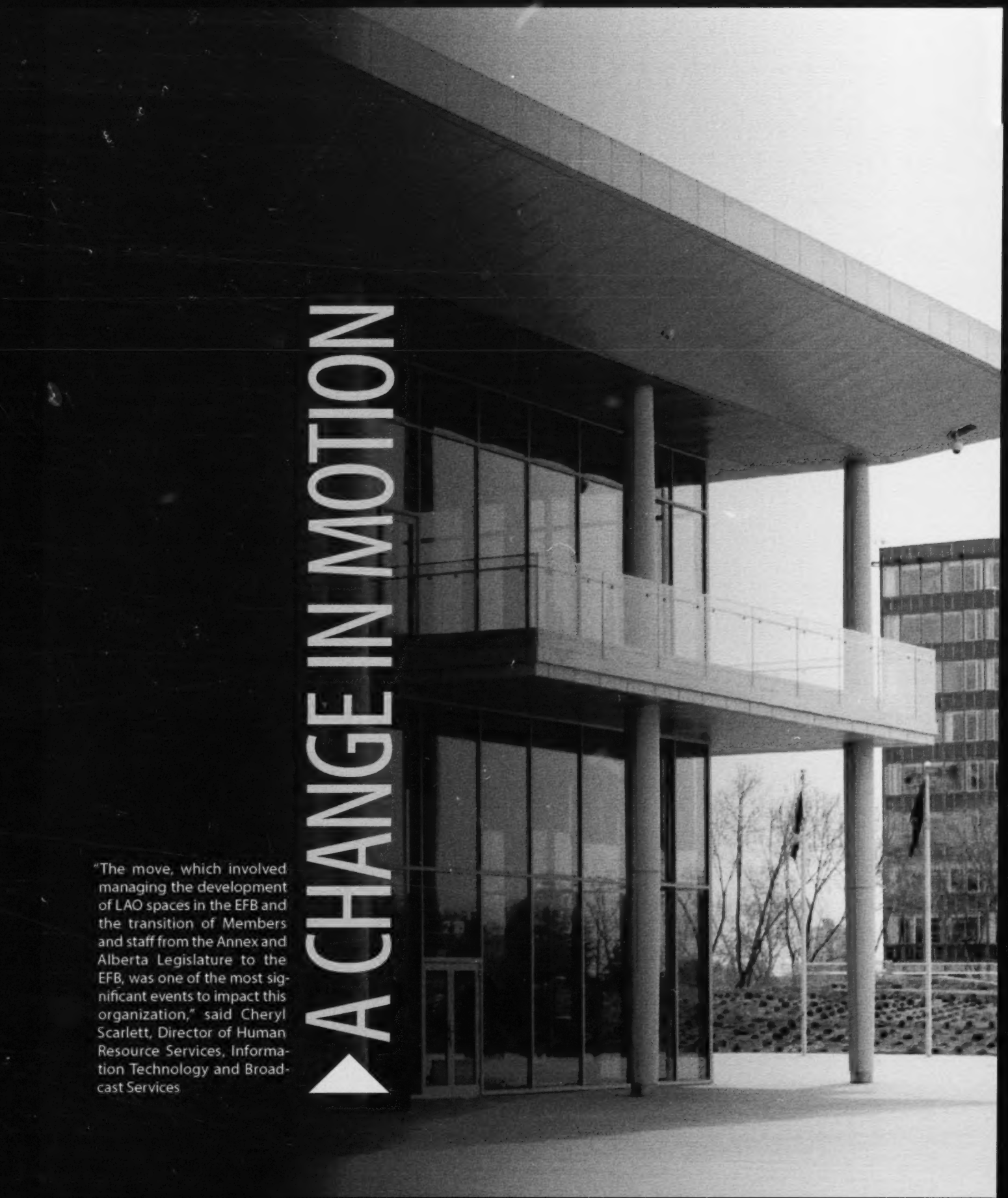
The latest provincial general election marked a historic shift in the make-up of the Legislative Assembly of Alberta and the change certainly took place in dramatic fashion. The LAO's capable staff was waiting in the wings, ready to deploy the outstanding service it has been providing to Members for decades. Managing the needs of the largest number of new MLAs in the history of the Alberta Legislature took a great deal of preparation, discipline, patience, flexibility and organization.

Each branch of the LAO could not have fulfilled their duties during the election transition without the help of other branches.

The resulting turnover from the election of May 2015 might have been characterized as a changing of the guard but in the end there are at least two things that will always remain in place: Members will always strive to do their best for their constituents and the LAO will always do its part in service of these Members, not only during the election transition but more importantly, throughout the Members' tenure in the Legislative Assembly of Alberta.



A CHANGE IN MOTION



"The move, which involved managing the development of LAO spaces in the EFB and the transition of Members and staff from the Annex and Alberta Legislature to the EFB, was one of the most significant events to impact this organization," said Cheryl Scarlett, Director of Human Resource Services, Information Technology and Broadcast Services

For over 32 years there has been one constant in the everchanging parliamentary landscape, the Legislative Assembly Office. What happens when the organization built on managing change for the Legislative Assembly goes through a massive transition itself?

A MOVE IN THE MAKING

Being knee deep in packing tape and bubble wrap, surrounded by towers of boxes: it is a scenario to which most people can relate. But not all moves are alike. Involving the co-ordination of hundreds of thousands of documents, close to 500 pieces of office furniture, hundreds of feet of shelving, office equipment by the tonne and 250 Members and staff, the LAO office move was on a whole other scale.

250

people

The first meeting on the EFB renovation and the relocation of LAO Members and staff took place in 2008. The seven years that followed were a bustle of activity and planning. A transition committee made up of core LAO leadership was the first order of business. Over the years that would follow the committee co-ordinated not only the development of new LAO offices and committee and visitor spaces in the EFB but also preliminary discussions and plans for the relocation of LAO Members and staff.

In the spring of 2014 a transition team made up of staff from each branch and caucus was mandated with the logistics of the move. Countless meetings, moving maps, schedules, guides, an internal website and a complex system of colour-coded custom labelling were all tools in their tool box.

A CHANGE OF PLANS

By early 2015 all of the pieces were in place: the plan was set, the building was substantially complete, momentum was building and then the 2015 general election was called. At the 11th hour the plan was rewritten; moves were rescheduled, plans for caucus spaces were redrawn, but such is the nature of our business.

The move would be phased across several months, beginning in May. This would allow for the LAO to remain open throughout the entire move and for services and support to Members to remain unaffected during the critical time following the general provincial election, which is one of the busiest times for the LAO. In the 2015 general provincial election 70 new Members were elected, the highest turnover ever seen in Alberta.

"ACHIEVING A SEAMLESS MOVE MEANT THAT THERE COULD BE NO GAPS IN THE MOVE SCHEDULE," SAID SCOTT ELLIS, SENIOR FINANCIAL OFFICER AND DIRECTOR OF FINANCIAL MANAGEMENT AND ADMINISTRATIVE SERVICES. "THERE WAS NO QUESTION; THE MOVE HAD TO BE SEAMLESS IN ORDER FOR THE LAO TO CONTINUE TO PROVIDE A HIGH LEVEL OF SERVICE TO ITS MEMBERS."

A 350-METRE MARATHON

The LAO office moved about 350 metres, or 460 steps, north across the Legislature Grounds from the Annex to the EFB, but the move was anything but short or simple.

1

seamless transition

In fact, it was more of a fast-paced marathon. Moving the LAO office while it was completely operational was a logistically complex undertaking that presented many challenges and kept staff running the entire time.

0

shutdown hours

"WHEN SHUTTING DOWN IS NOT AN OPTION, KNOWING THE LOCATION OF EVERY FILE, PIECE OF EQUIPMENT AND REFERENCE DOCUMENT IS NECESSARY DURING EVERY STEP OF THE MOVE," SAID VALERIE FOOTZ, LEGISLATURE LIBRARIAN. "MAINTAINING THE SAME LEVEL OF SERVICE UNDER THESE CONDITIONS IS CHALLENGING BUT NOT IMPOSSIBLE AS THE MOVE WOULD SUCCESSFULLY PROVE."

For Library Services, the information hub of the LAO, requests for materials and reference desk support were

ongoing whether the necessary documents were within arm's reach or not. The other challenge was the sheer volume of materials to be moved to the EFB, approximately 150,000 items, and about one third of the Library's entire collection.

Adding to the difficulty, a large portion of the cargo included historical provincial documents, which require greater

care when being moved. The Library has custody of House documents, pre-Confederation documents, newspapers from across the province dating back to the 1800s in addition to electoral riding maps dating back to our province's inception. Many of the items were so delicate that special precautions had to be taken in order for them to be moved; in some cases items were moved separately by Library Services staff to ensure due care.

MOVING THE UNMOVABLE

Understandably, some of the most rigorous planning involved items that could not be moved without creating a major impact on the organization. Moving from the Legislature Annex to the EFB meant relocating the core data centre to a net new facility. The core IT network supports all LAO operations and involves computers, servers, switches, firewalls, centralized disk storage/backup and data/audio/video cable runs. These elements together support operational needs with respect to applications, data, e-mail, websites, security, multimedia and digital communications. The solution? Deployment of prebuilt replacement equipment for systems deemed end of life and taking advantage of existing redundant systems.

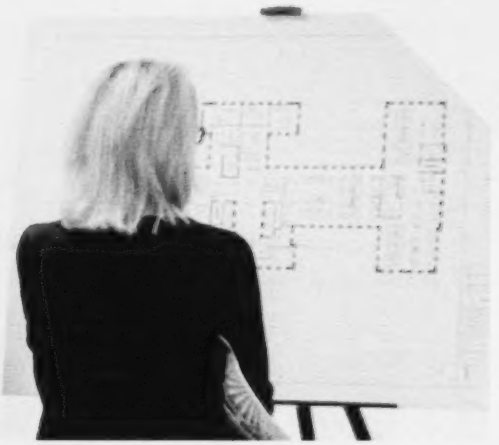
150,000 items

Between the LAO's data centre, cabling infrastructure, committee and meeting room technology and connectivity within the precinct ITS developed a strategy to integrate new elements and migrate existing elements so as to appear transparent to the end users. Fortunately, ITS was able to be part of building planning and design to accommodate functional and physical needs such as cable runs, committee room architecture, security and environmental room controls. Prewiring and component installation and testing prior to office relocation provided a head start that proved beneficial once the moves began. Closer to office moves upwards of 200 workstations were prestaged so there was minimum impact to any staff. This approach created a seamless transition, allowing the LAO to function at normal levels and maintain services.

One of the greatest challenges was keeping up with rapid technological advancements over the course of the five-year period that planning and design were taking place, but even that challenge was overcome and the building, from the committee facilities to individual workspaces, is now equipped with state-of-the-art systems.

THE HUMAN FACTOR

At the heart of the matter, a move is less about the stuff and more about the people. Imagine having to pack up your desk and move offices after 15 years or more of working at the same workstation. A person's career is a large part of their identity, so it comes as no surprise that mass change of this nature can take an emotional toll on those affected, causing stress and uncertainty. In the final two years leading up to the move change management strategies became a primary consideration, and the LAO put in place a number of systems to guide staff through the difficult transition. The most important perhaps was providing frequent and clear communications about the move and how it would affect staff. By the time the



move rolled around, the OurMove website, which was created in 2014, had become the information hub for all things related to the move, and in the spring of 2015 a memory page where staff could share photos and memories of their time in the Annex was added. As the move dates for each branch were confirmed and drew closer, managers and staff were involved in more frequent conversations about how the move would unfold and about how the new office space would look and function. Multiple information sessions were held, a sample workstation was assembled in the Annex to allow staff to get comfortable with the new set-up and branch tours of the new facility were co-ordinated. The more answers staff received about the relocation, the better they felt about the impending change.

171
truckloads

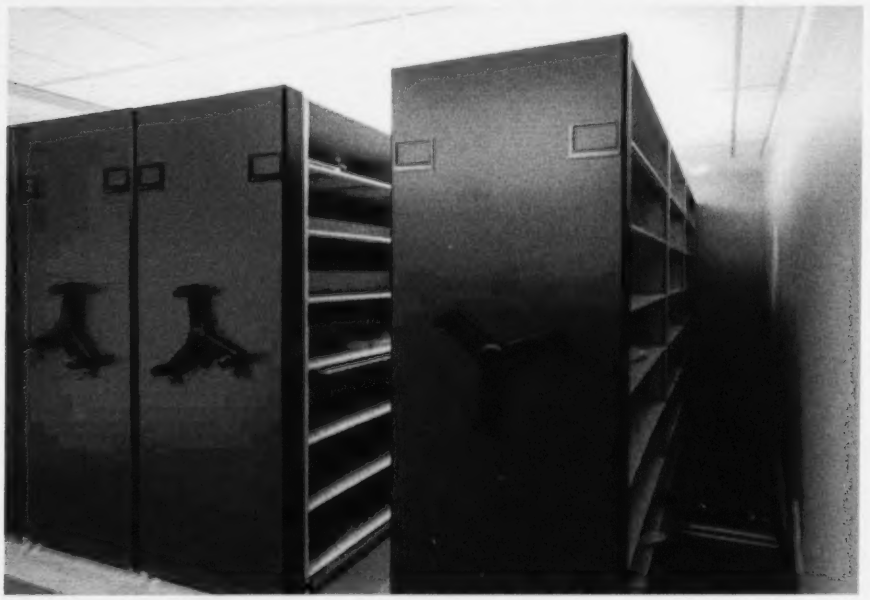
"MANAGING CHANGE IS EASIER WHEN YOU CAN FOCUS ON THE POSITIVE OPPORTUNITIES THAT CHANGE WILL BRING," SAID CHERYL SCARLETT, DIRECTOR OF HUMAN RESOURCES, INFORMATION TECHNOLOGY AND BROADCAST SERVICES. "THE MOVE PROVIDED A CHANCE FOR OUR ORGANIZATION TO CUSTOMIZE THE NEW ENVIRONMENT TO BETTER SUPPORT THE WAYS IN WHICH WE OPERATE, CREATING A WHOLE HOST OF EFFICIENCIES."

A SUCCESS STORY

The new space has provided a multitude of efficiencies for the organization. The offices were constructed with demountable partition walls to enable each floor to be restructured and reorganized easily, supporting the changing nature of our environment. This improvement was tested early when MLA offices were reconfigured following the 2015 election.

High efficiency, modular workstations became standard across the organization. The workstations support an economy of movement and provide efficient storage. They also are easily moved or reconfigured. As well, the standard model has created economies of scale, providing future financial savings.

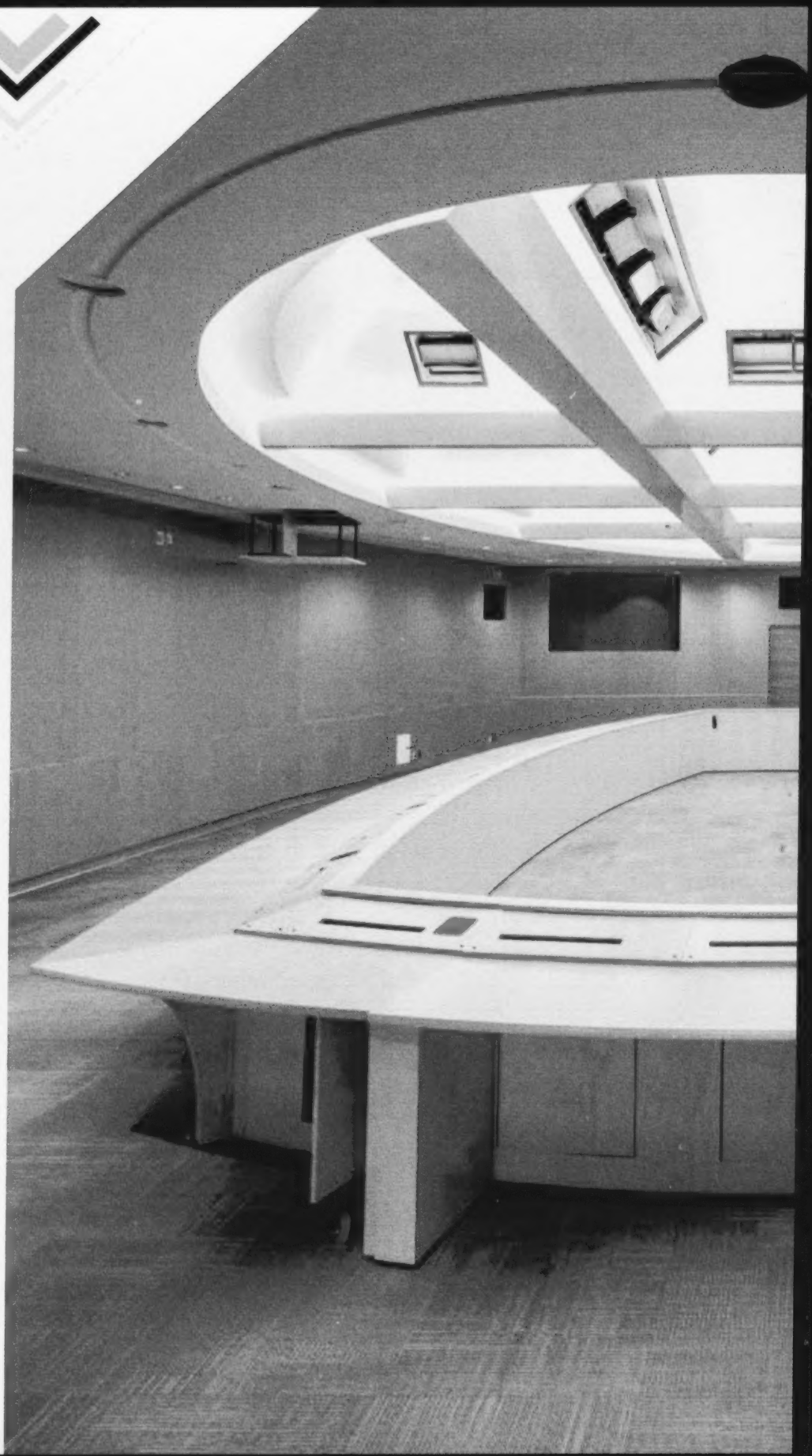
A climate-controlled storage space with space-saving compact shelving was an incredible improvement for



the Library collection. The ease with which important historical documents can now be found is second only to the comfort of knowing that important historical materials will last for decades to come.

The committee and visitor spaces are by far the most impressive improvements. The second floor committee facility boasts four committee spaces, two of which will be outfitted with video broadcast capabilities. The facility also has multifunction boardrooms and conference rooms. The Legislative Assembly Visitor Centre offers the Alberta Branded retail space, the Pehonan theatre-in-the-round, Borealis Gallery and the Agora Interpretive Centre, increasing public engagement and access to the Legislative Assembly and the parliamentary process.

Unquestionably, the greatest success of the move was how the LAO team pulled together, working towards one goal, even as branches were being pulled in multiple directions. Whether outfitting the new committee facilities, procuring office furniture, co-ordinating the transfer of office supplies and files or supporting internal communications, interbranch co-operation was crucial to the creation of a seamless transition and the greatest achievement of the entire exercise. When all feet are moving in the same direction, no goal or destination is out of reach. So back to the initial question: what happens when the organization built on managing change for the Legislative Assembly goes through a massive transition itself? It was business as usual, of course.

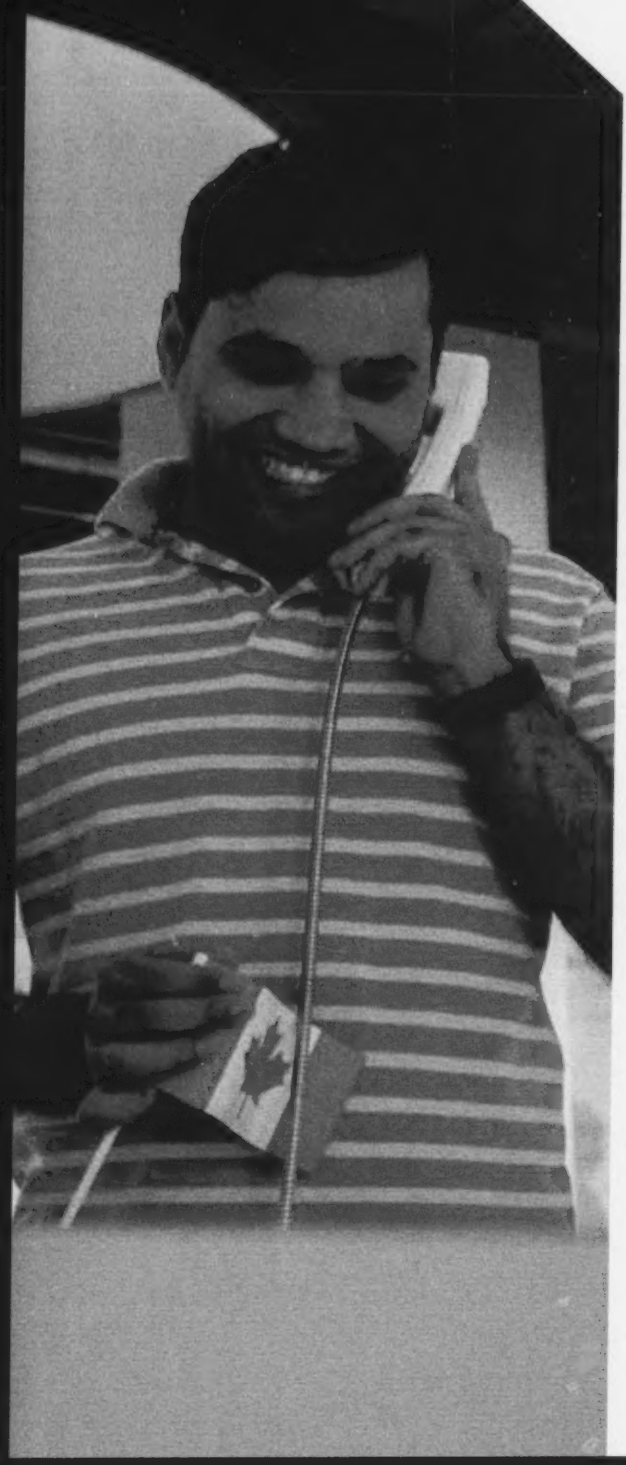


A WELCOME CHANGE

RELEVANT AND INSPIRING EXHIBITIONS HIGHLIGHT ALBERTA'S PARLIAMENTARY HISTORY, ITS PEOPLE AND ITS CULTURE

"Our goal is to provide an array of ways through which visitors can experience their Alberta Legislature and connect with their Legislative Assembly," said Brian Hodgson, Sergeant-at-Arms and Director of Visitor, Ceremonial and Security Services. "The visitor centre is one more way in which we satisfy our mandate of educating Albertans on the democratic process and the parliamentary system."

THE VISITOR CENTRE IS UNLIKE ANYTHING OFFERED BY ANY OTHER CANADIAN LEGISLATURE



Arguably the best view of the Alberta Legislature Building is to be found from the 108th Street observation deck on Capital Plaza. Unobstructed, at street level and only a few hundred feet away, it provides a dramatic vantage point from which to admire the building's considerable majesty: the sandstone facade, Corinthian columns and an iconic dome. It is stunning. But the Alberta Legislature is more than a grand representation of beaux arts architecture, more than a historical landmark; it is the personification of the legislative process and democracy in our province. It is the place where the laws that shape society originate. It is the people's place.

A welcome change and a welcoming new prelude to the Legislature, Capital Plaza is accessible, open and spacious. Embellished with fountains and flanked by gardens, it's a natural gathering place. In 2015 the plaza was featured prominently in several public events, including Canada Day and Fridays at the Legislature.

Just across Capital Plaza is the newest addition to the Alberta Legislature precincts, the Edmonton Federal Building (EFB). The two buildings stand in stark contrast and yet perfect symmetry: the Alberta Legislature is a stoic symbol of Alberta's rich history, the EFB, a modern and welcoming reflection of all it represents.

13,000

square feet of interactive space

But the plaza is just the preamble; the real story awaits beyond the glass doors of the newly renovated EFB, where almost the entire main floor is dedicated to public programming and education in support of the Legislative Assembly of Alberta. At over 13,000 square feet the expansive Legislative Assembly Visitor Centre is unlike anything offered by any other Canadian Legislature. Interactive, engaging and educational, it provides innovative ways for visitors to experience the Alberta Legislature and the parliamentary process in Alberta. It is a window into the parliamentary system, the legislative history and democratic process of our province. According to Al Chapman, Manager of Visitor Services, "The visitor centre features dynamic public spaces that will inspire active citizenship and inject fun into the political conversation in Alberta."

The Legislative Assembly Visitor Centre tells Alberta's parliamentary story from the perspective of its citizens rather than its legislators. Comprising four spaces – the Pehonan Theatre, Agora Interpretive Centre, Borealis Gallery and Alberta Branded retail store – the centre immerses visitors of all ages in our province's vibrant culture and parliamentary history. The centre opened amidst a sea of red and white on July 1, 2015, when thousands converged on the site as part of the Canada Day at the Alberta Legislature celebration. The largest of our annual events, in 2015 Canada Day drew a crowd of approximately 55,000. It was a large-scale grand opening.

"WE DESIGNED AN INTERACTIVE SPACE THAT APPEALS TO VISITORS OF ALL AGES," SAID AL CHAPMAN, MANAGER OF VISITOR SERVICES.

WORLD-CLASS EXHIBITS: THE BOREALIS GALLERY

The origins of modern parliamentary democracy can be traced back to 13th-century England, when King John affixed his royal seal to a piece of parchment inscribed with 63 resolutions, giving rise to Magna Carta.

Today the Great Charter is considered a living embodiment of the principles that have underpinned the development of parliamentary democracy, justice and human rights in Canada and across much of the world.

With the opening of the Borealis Gallery in the fall of 2015

over 22,000 people received the rare opportunity to experience *Magna Carta: Law, Liberty & Legacy* and to connect with the origins of our parliamentary system.

The interactive, multimedia exhibition featured original manuscripts from 1300 AD, one of only seven existing Magna Carta and one of only three Charter of the Forest. Representations of King John, a baron and a commoner provided social context while touch screens provided translations of the manuscripts, which were inscribed in Latin. An interactive 3-D globe tracked Magna Carta's influence around the world, and visitors were invited to explore the themes of human rights and democracy by developing their own modern-day charters.

The Borealis Gallery hosted the exhibition from November 23 to December 29, the last stop on a cross-Canada tour for the travelling exhibit. The Legislative Assembly of Alberta was the only Legislative Assembly to host the foundational documents in 2015 during its 800th anniversary.

79,311

visitors in 2015

In support of the exhibition the LAO hosted a speaker's series that featured talks and demonstrations by academics, medieval re-enactors and musicians to provide further insight and context for the Great Charter. To the delight of many, a calligraphic demonstration was also held.

It is fitting that the inaugural exhibition for the gallery focused on the foundational documents of modern parliamentary democracy. This marked a strong start to what will be a series of relevant and inspiring exhibitions highlighting Alberta's parliamentary history, its people and its culture.

AN IMMERSIVE EXPERIENCE: THE PEHONAN THEATRE

The Pehonan Theatre brings Alberta's history to life, quite literally. Currently showing the short film *Our People Our Province*, the immersive theatre-in-the-round supports smoke, snow, strobe lights and advanced projections, providing a vivid and dramatic interpretation of Alberta's history.

The 11-minute film is narrated by Princess Louise Caroline Alberta, namesake to our province, who guides the audience through key historical events, from Alberta's indigenous origins to major political shifts of the 20th century.

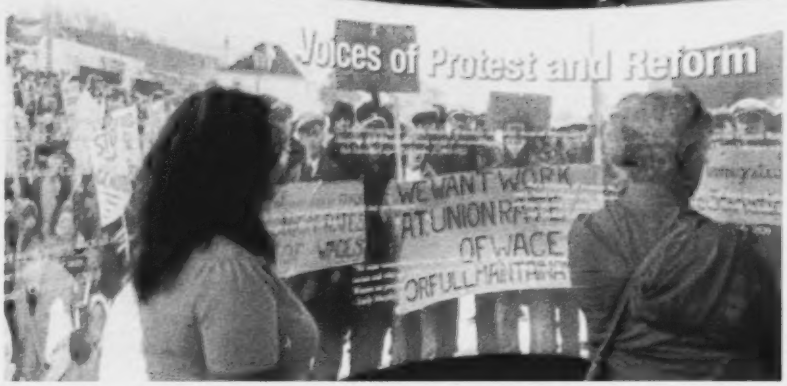
A Canadian production, the film showcases Alberta-based musical talent and historical content produced in consultation with local subject experts and representatives from local indigenous groups. Some of the video imagery was also produced through a local production company.

The state-of-the-art theatre seats between 80 and 120 people, and its flexible design supports a variety of configurations, allowing the space to also be used for lecture series, town hall-style meetings and educational programming.

AN INTERACTIVE APPROACH: THE AGORA INTERPRETIVE CENTRE

If ever you wanted to feel inspired by social and political action, check out the Our People section of the Agora Interpretive Centre. At one point you actually feel as though you've stepped into the middle of a heated demonstration, surrounded by placards and showered with voices of frustration as citizens defend women's suffrage in Alberta. It tells the stories of those who would advance our province by rising up against the status quo to affect change through active citizenship, propelling society forward. And this is just one example of how the Agora Interpretive Centre invites visitors to explore the heritage of parliamentary democracy, political culture and citizenship in Alberta.

A scaled model of the Alberta Legislature allows visitors to see the Legislature from a different perspective, providing the chance to even see up into the palm room and the lantern at the top of the dome, experiencing elements of the building that are not included in the tour. Interactive touchscreens, a map highlighting Alberta's electoral ridings, a photo booth and tactile activities, including building a mace and dressing up as various legislative officials, encourage visitors to interact with the Legislative Assembly in a whole new way, creating their own experiences and exploring at their own pace.



A SHOWCASE OF ALBERTA TALENT: THE ALBERTA BRANDED RETAIL STORE

Take just one step inside Alberta Branded, and it becomes abundantly clear that this is not your typical gift shop. The bright, modern and well-appointed space reads more like a gallery than a retail store. And, true to its name, Alberta Branded aptly showcases the breadth of artistic talent in Alberta and the diversity of cultural influences represented within Alberta art. From written works to photographic prints, from custom-made to handcrafted wares and jewellery, it specializes in unique and distinct items.

The philosophy of the retail space, which focuses on highlighting Alberta-made products, has not changed, but the store's new high-profile and modern approach has been well received. Alberta Branded is prominently located on the main floor of the EFB, which is an undeniable improvement over the previous retail store, tucked away in the Legislative Assembly pedway. And, not surprisingly, public sales are up 72 per cent over the previous year, a record.

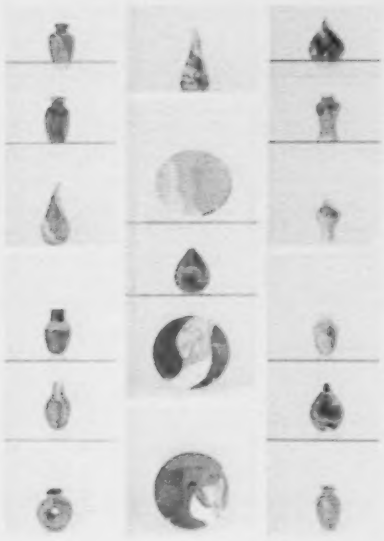
A CUSTOMIZED DESIGN FROM CONCEPT TO CREATION

Visitor Services customized every aspect of the centre, from the layout and design of each space to the creation of the activities and displays featured within. It also oversaw all production and installation, which took over five years from start to finish. The high degree of customization was necessary to ensure that the centre effectively reinforced the LAO's existing visitor programming and educational goals and also used the available space efficently. Brian Hodgson said that one of the greatest challenges was designing the dynamic new spaces to fit within the existing EFB footprint.

The main focus for 2015 was overseeing the completion of the spaces and the successful installation and operation of the activities and techonology. Deciding on the most effective approach to managing and staffing the centre was also a large

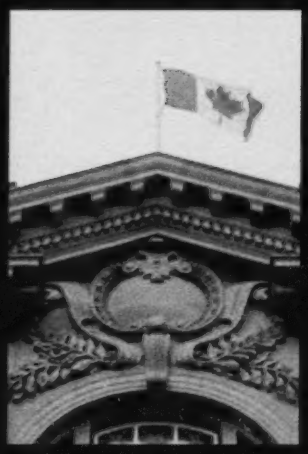
consideration in 2015 as was how to incorporate the new centre into existing educational and event programming. The year brought with it a great deal of excitement and several challenges for the Visitor Services team, but the years of planning paid off, and each wrinkle was ironed out quickly. Since its launch in July, the centre has become the perfect addition to the Legislature precints and an attraction unto itself as over 80,000 visitors would prove.

The Alberta Legislature undeniably has always been a place of the people, but following the opening of the Legislative Assembly Visitor Centre the heart of democracy in Alberta is perhaps a bit more welcoming.



FEATURED EVENTS

NATIONAL FLAG OF CANADA 50TH ANNIVERSARY



The national flag of Canada was officially adopted in 1965 and was raised for the first time on Parliament Hill, across Canada and at Canadian missions around the world. On February 15, 2015, a flag-raising ceremony took place on the Alberta Legislature Grounds to commemorate Canada's maple leaf flag turning 50 years old.

"Canada Flag Day is a great opportunity to honour this important symbol of our country. It is also a time to reflect upon our shared values and traditions that are fundamental to our identity as Canadians."

Honourable Gene Zwozdesky *Speaker of the Legislative Assembly of Alberta (to June 11, 2015)*

LIEUTENANT GOVERNOR INSTALLATION

Distinguished Alberta business leader and community volunteer Lois Mitchell was installed as the 18th Lieutenant Governor of Alberta on Friday, June 12, 2015, in the Chamber of the Alberta Legislature Building.

"I look forward to this rare opportunity to serve the place that I love, and I will look for ways, however humble, to encourage my fellow Albertans to dream just a little bigger and raise up our province just a little higher."

Her Honour, the Honourable Lois E. Mitchell *GA, AOE, LLD*

FRIDAYS AT THE LEGISLATURE

In partnership with the Alberta Music Industry Association the Legislative Assembly of Alberta hosted Fridays at the Legislature concerts from noon to 1 p.m. every second Friday between July 10 and September 4, 2015. The outdoor concert series featured live performances by Alberta-based musicians.

"The Legislative Assembly celebrates Alberta talent and culture, and we are proud to share some of the best that our province has to offer with Albertans."

Honourable Robert E. Wanner
Speaker of the Legislative Assembly of Alberta

35TH ANNIVERSARY OF THE ALBERTA-HOKKAIDO SISTER PROVINCE RELATIONSHIP

On October 21, 2015, a delegation from Hokkaido, Japan, visited the Alberta Legislature to commemorate the 35th anniversary of the Alberta-Hokkaido sister province relationship.

"Although the year 1980 marked our official twinning, the diplomatic relations between Japan and Canada date back nearly a century. I think it is because the meaning we have found in our friendship continues to evolve and strengthen over time. An ocean may physically separate us, but there is so much more that unites us."

Honourable Robert E. Wanner
Speaker of the Legislative Assembly of Alberta

MAGNA CARTA: LAW, LIBERTY & LEGACY

The Legislative Assembly Visitor Centre's Borealis Gallery hosted its inaugural exhibition, *Magna Carta: Law, Liberty & Legacy*, from November 23 to December 29, 2015.

"The Legislative Assembly is dedicated to educating the public on our province's legislative history and engaging them in the democratic process, and *Magna Carta: Law, Liberty & Legacy* provides Albertans with a once-in-a-lifetime opportunity to directly explore the roots of democracy and personhood."

Honourable Robert E. Wanner
Speaker of the Legislative Assembly of Alberta

COMPARATIVE STATISTICS

ALBERTA BRANDED SALES

	2015	2014	2013
Public Sales	173,830	101,118	99,519
MLA Sales	185,176	257,305	269,709

Note: The Legislative Assembly Gift Shop was moved to the Edmonton Federal Building and renamed Alberta Branded in 2015. Sales are based on the calendar year.

COMPUTER AND NETWORK EQUIPMENT

	2015	2014	2013
Desktop Computers/Laptops	725	736	757
Printers	284	255	272
Servers*	60	48	25
Mobile Devices	350	415	391
Training Days	112	228	n/a
Printer Multifunction	131	126	123

*Server figures reflect virtualization

EMPLOYEE COMPENSATION

	2015	2014	2013
Contracts Processed	690	680	575
Total Commencements	437	195	189
Total Terminations	404	213	155
Payroll Transactions	13,439	12,865	12,825

FINANCIAL SERVICES

	2015	2014	2013
Invoices Coded and Data Entered	17,251	17,776	16,925
Payments Issued	11,471	11,747	10,456
Items Evaluated for Compliance	93	50	57

Note: Financial statistics are based on the fiscal year April 1, 2014, to March 31, 2015

HOUSE AND COMMITTEE PROCEEDINGS

	2015	2014	2013
Sitting Days	43	42	49
Bills Introduced	42	35	39
Petitions Presented	9	6	19
Tablings	421	518	801
Session and Committee Hours	316	329	472
Committee Meetings	53	81	103

HOUSE AND COMMITTEE PROCEEDINGS DOCUMENTATION

	2015	2014	2013
Hansard Pages	1,496	1,322	2,070
Journals Pages	269*	244	615

*Reported figures include *Journals* Pages from third session of the 28th Legislature, which includes November 7, 2014, to December 10, 2014.

INFORMATION AND RECORDS MANAGEMENT

	2015	2014	2013
Boxed Records for Approved Disposition – Constituency/MLA/Caucus	100	31	25
Boxed Records for Storage – LAO	288	0	2
Boxed Records for Approved Disposition – LAO	41	18	7

LEGISLATIVE ASSEMBLY FACEBOOK ACTIVITY

	2015	2014	2013
Total Page Likes (since inception)	883	556	-
Page Posts	155	194	74
Average Daily Page Reach*	494	815	-
Average Impressions per Post	866	414	268
Average Engagements per Post**	28	14	6

Note: The Legislative Assembly social media program began in the summer of 2012. Some early statistics are not available.

* Page reach refers to the number of people who saw any content associated with the page.

** Engagement refers to the number of clicks/likes/comments/shares per post.

LEGISLATIVE ASSEMBLY TWITTER ACTIVITY

	2015	2014	2013
Total Followers (since inception)	2,627	1,282	736
Tweets Published	313	259	-
Mentions*	1,405	202	1
Average Impressions per Tweet	1,859	941	-
Average Engagements per Tweet**	45	10	-

Note: The Legislative Assembly social media program began in the summer of 2012. Some early statistics are not available.

* Mentions refers to the number of tweets published containing the Legislative Assembly's Twitter handle: @LegAssemblyofAB.

** Engagement refers to the number of retweets/replies/likes/clicks per tweet.

LEGISLATIVE ASSEMBLY WEBSITE ACTIVITY

	2015	2014	2013
Visits	1,318,805	1,380,790	1,015,242
Visitors	670,295	687,533	588,097
Average Hits per Day	3,596	3,782	2,721

LEGISLATIVE ASSEMBLY YOUTUBE ACTIVITY

	2015	2014	2013
Channel Subscribers (since inception)	69	36	17
Video Views	5,234	1,342	1,405
Videos Posted	68	1	8
Video Likes	36	1	5
Video Dislikes	0	0	0
Video Comments	5	4	1
Video Shares	27	5	1

Note: The Legislative Assembly social media program began in the summer of 2012.

LIBRARY SERVICES

	2015	2014	2013
Library Reference Transactions	2,324	2,162	2,557
Legislature Information Line Transactions	1,545	1,282	1,181
Number of Times the Library Catalogue was Accessed	18,054	14,260	11,211
Number of Searches Conducted in the Library Catalogue	33,006	27,399	25,686
Number of Times the Research Guides were Viewed*	10,725	6,789	-

*Research guides were launched in December 2013.

OFFICE ADMINISTRATION

	2015	2014	2013
Constituency Offices – Moved	26	3	5
Constituency Offices – New	3	3	1
Constituency Offices – Closed	7	1	1
Leases Processed (new or renewals)	8	22	21
Telecommunications – Services Installed or Moved*	234	124	109
Telecommunications – Service Requests*	400	796	400

*Service provided by FMAS up until August 2015; service provided by ITS from September 2015 onwards.

SUPPLIES AND SERVICES REQUESTS

	2015	2014	2013
Direct Purchase Orders Issued	50	22	49
MLA Purchase Orders Processed	6,700	5,100	1,675
Special Requests Processed	447	372	360
Property Management Requests Processed	276	-	-
Facilities Projects	10	-	-
Supplies Orders Processed – Online Ordering System*	351	334	187
Supplies Orders Processed – Manual**	100	120	65

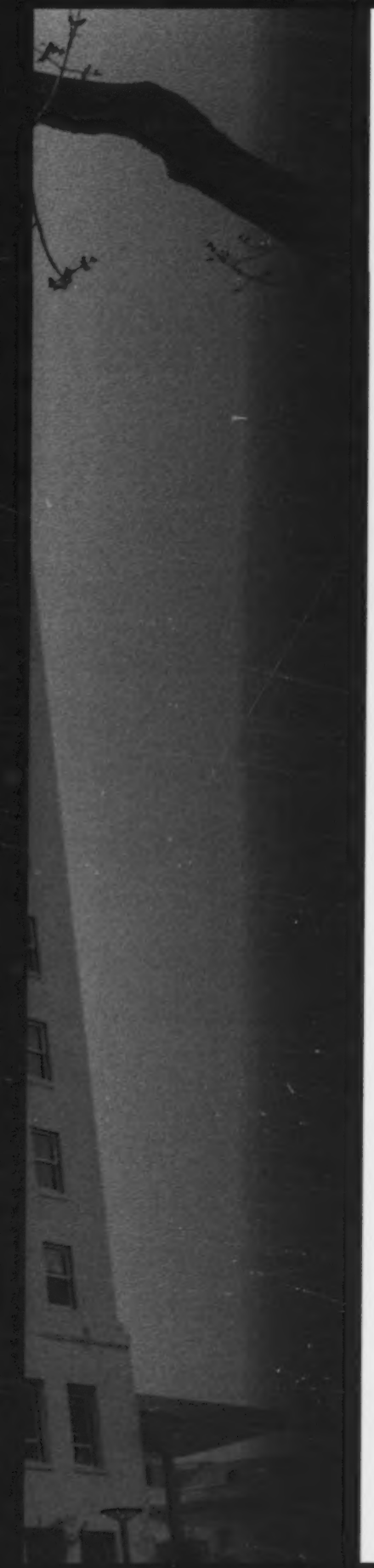
*Online stationery orders only.

**Supplies orders processed from in-stock stationery inventory.

VISITOR STATISTICS

	2015	2014	2013
Attended Special Events	87,062	103,268	80,087
Participated in Programs	28,665	21,172	19,161
Observed Session	4,881	6,842	9,158
Participated in Tours	44,340	39,542	38,763
Visitor Centre Attendance	79,311*	-	-

*Represents only six months of attendance, since the Visitor Centre's opening on July 1, 2015.



LEGISLATIVE ASSEMBLY OFFICE FINANCIAL STATEMENTS

As at March 31, 2015

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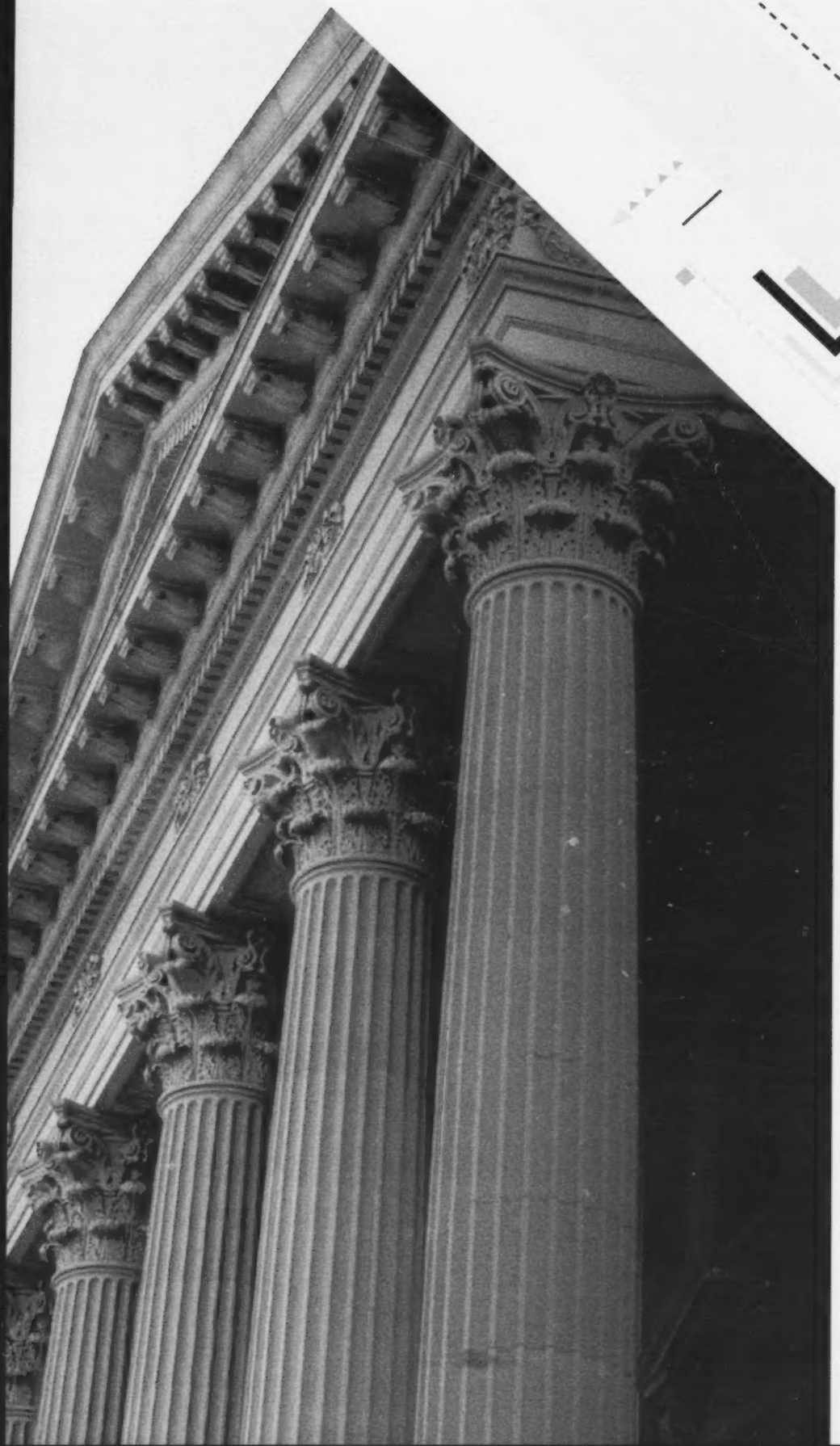


AUDITOR GENERAL *Alberta*

TO THE SPEAKER OF THE LEGISLATIVE ASSEMBLY

REPORT ON THE FINANCIAL STATEMENTS

I have audited the accompanying financial statements of the Legislative Assembly Office, which comprise the statement of financial position as at March 31, 2015, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

OPINION

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Legislative Assembly Office as at March 31, 2015, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

[Original signed by Merwan N. Saher FCPA, FCA]
Auditor General
July 9, 2015
Edmonton, Alberta

STATEMENT OF FINANCIAL POSITION

As at March 31, 2015 (in thousands)

	2015	2014
ASSETS		
Current Assets		
Cash	$26,204	$31,087
Accounts receivable and advances	1,085	292
Inventory held for resale	85	83
	27,374	31,462
Capital assets (Note 4)	4,726	4,022
	$32,100	**$35,484**
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued liabilities	$4,055	$3,971
Vacation pay liability	1,869	1,654
	5,924	5,625
Members' transition allowance liability (Note 6)	14,295	16,675
Net assets	11,881	13,184
	$32,100	**$35,484**

The accompanying notes and schedules are part of these financial statements.

STATEMENT OF CHANGES IN NET ASSETS

As at March 31, 2015 (in thousands)

	2015	2014
Net assets (liabilities) at beginning of year	$13,184	$10,627
Net operating results	(60,136)	(60,314)
Net transfer from general revenues	58,833	62,871
Net assets at end of year	**$11,881**	**$13,184**

The accompanying notes and schedules are part of these financial statements.

STATEMENT OF OPERATIONS

Year ended March 31, 2015 (in thousands)

	2015		2014
	BUDGET	ACTUAL	ACTUAL
REVENUES			
Gift shop sales, services and fees	$316	$341	$409
Other	–	492	108
	316	833	517
EXPENSES			
Voted:			
Financial Management and Administrative Services	1,605	1,402	1,194
Government Members' Services	3,033	2,744	2,874
House Services	7,920	5,929	6,273
Human Resource Services	1,971	1,644	1,578
Independent Member's Services - Mr. Sandhu, MLA	–	–	8
Independent Member's Services - Mr. Allen, MLA	183	54	71
Independent Member's Services - Mr. Webber, MLA	–	79	–
Independent Member's Services - Ms. Kennedy-Glans, MLA	–	69	4
Independent Member's Services - Anglin, MLA	–	52	–
Information Technology Services	4,658	4,245	4,264
Legislative Committees	1,016	268	304
Legislature Library	2,712	2,528	2,479
MLA Administration	35,395	31,843	31,984
NDP Opposition Services	774	819	785
Office of the Speaker	598	494	560
Liberal Opposition Services	849	862	835
Visitor Services	2,592	2,436	2,290
Official Opposition Services	2,309	2,014	2,296
Special Funding	3,800	3,978	3,557
	69,415	61,460	61,356
VALUATION ADJUSTMENTS:			
Capitalization of assets expensed as supplies (Note 3b)	–	(3,338)	(2,624)
Amortization of capital assets (Note 3b)	–	2,635	2,013
Provision for (reduction in) member's transition allowance liability (Note 6)	–	–	(1)
Provision for (reduction in) vacation pay liability	–	215	41
Net consumption of inventory	–	(3)	46
	–	(491)	(525)
	69,415	60,969	60,831
NET OPERATING RESULTS	**($69,099)**	**($60,136)**	**($60,314)**

The accompanying notes and schedules are part of these financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31, 2015 (In thousands)

	2015	2014
OPERATING TRANSACTIONS		
Net operating results	($60,136)	($60,314)
Add non-cash charges:		
Amortization of capital assets	2,635	2,013
Increase (decrease) in vacation pay liability	215	41
(Increase) decrease in accounts receivable and advances	(793)	110
Decrease (increase) in inventory	(3)	46
Increase (decrease) in accounts payable and accrued liabilities	84	453
Increase (decrease) in transition allowance liability	(2,380)	(569)
Cash used by operating transactions	(60,378)	(58,220)
INVESTING TRANSACTIONS		
Acquisition of capital assets	(3,338)	(2,624)
FINANCING TRANSACTIONS		
Net transfer from general revenues	58,833	62,871
NET CASH PROVIDED	(4,883)	2,027
CASH, BEGINNING OF YEAR	31,087	29,060
CASH, END OF YEAR	**$26,204**	**$31,087**

The accompanying notes and schedules are part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2015

NOTE 1 AUTHORITY

The Legislative Assembly Office (the "Office") is operated under the authority of the *Legislative Assembly Act*. Annual operating budgets are approved by the Special Standing Committee on Members' Services.

NOTE 2 PURPOSE

Within the traditions of parliamentary democracy as constitutionally established in Alberta, the Legislative Assembly Office will:

1. Support the Speaker of the Legislative Assembly in carrying out the duties of office.
2. Support Members by providing services, advice, information and infrastructure required to carry out their roles as elected representatives.

3. Record the proceedings and maintain and preserve the records of the Legislative Assembly.
4. Inform and educate the public on behalf of Members and the institution of Parliament.
5. Provide a positive, productive, healthy and secure environment for Members and staff of the Assembly.
6. Support the Assembly in protecting its institutions and privileges.
7. Support the exchange of ideas/information among Parliaments.
8. Build partnerships with external clients in support of the institution of Parliament.

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with Canadian public sector accounting standards.

A) REPORTING ENTITY

The reporting entity is the Legislative Assembly Office, for which the Clerk of the Legislative Assembly is responsible.

The Office operates within the General Revenue Fund (the "Fund"). The Fund is administrated by the President of Treasury Board and Minister of Finance. All cash receipts of the Office are deposited into the Fund and all cash disbursements made by the Office are paid from the Fund. Net financing provided from (for) General Revenues is the difference between all cash receipts and all cash disbursements made.

B) BASIS OF FINANCIAL REPORTING

Revenues

All revenues are reported on the accrual basis of accounting.

Expenses

Expenses represent the costs of resources consumed during the year in the Office's operations.

Valuation Adjustments

Valuation adjustments include changes in the valuation allowances used to reflect assets at their net recoverable or other appropriate value. Valuation adjustments also represent the change in management's estimate of future payments arising from obligations relating to vacation pay and transition allowance.

Assets

Financial assets of the Office are limited to financial claims such as cash, advances to and accounts receivable from other organizations, employees and other individuals.

Inventory held for resale is reported at the lower of cost and net realizable value.

Tangible capital assets of the Office are recorded at cost and amortized on a straight-line basis over the estimated useful lives of the assets. An asset is deemed a capital item if its invoiced cost is $5,000 (or greater) per item or if an assembly of connected components makes a whole asset (inclusive of labor, shipping, consulting, etc). The amortization periods are as follows:

Computer hardware and software	3 years
Other equipment	5 years
Furniture	10 years

The Office follows government budgetary practices that allow funds from an operating budget to be used to purchase tangible capital assets. These purchases are included in expenses on the statement of operations, but are then removed from expenses through a valuation adjustment and are capitalized and amortized over their useful lives.

The fair value of cash and accounts receivable and advances are estimated to approximate their carrying values.

Liabilities

Liabilities include all financial claims payable by the Office at fiscal year end.

The Members' transition allowance is estimated based on Members' years of service and their most recent remuneration amounts. The annual charge is the amount that is estimated to have been earned by Members during the year.

The fair values of accounts payable and accrued liabilities, and Members' transition allowance are estimated to approximate their carrying values.

Net Assets

Net assets represent the difference between the carrying values of assets held by the Office and its liabilities.

Canadian public sector accounting standards require a "net debt" presentation for the statement of financial position in the summary financial statements of governments. Net debt presentation reports the difference between financial assets and liabilities as "net debt" or "net financial assets" as an indicator of the future revenues required to pay for past transactions and events. The Office operates within the government reporting entity, and does not finance its expenditures by independently raising revenues. Accordingly, these financial statements do not report a net debt indicator.

Financial Instruments

As the Office does not have any transactions involving financial instruments that are classified in the fair value category and has no foreign currency transactions, there are no remeasurement gains and losses and therefore a statement of remeasurement gains and losses has not been presented.

NOTE 4 TANGIBLE CAPITAL ASSETS (IN THOUSANDS)

	FURNITURE	COMPUTER HARDWARE & SOFTWARE	OTHER EQUIPMENT	2015 TOTAL	2014 TOTAL
Estimated Useful Life	10 years	3 years	5 years		
HISTORICAL COST					
Beginning of Year	$3,350	$3,482	$6,155	$12,987	$10,583
Additions	72	1,402	1,864	3,338	2,624
Disposals	–	–	–	–	(220)
	$3,422	$4,884	$8,020	$16,325	$12,987
ACCUMULATED AMORTIZATION					
Beginning of Year	$2,849	$2,494	$3,621	$8, 964	$7,172
Amortization Expense	157	1,118	1,360	2,635	2,013
Effect of Disposals	–	–	-	–	(220)
	$3,006	$3,612	$4,981	$11,599	$8,965
Net Book Value at March 31, 2015	**$415**	**$1,272**	**$3,039**	**$4,726**	
Net Book Value at March 31, 2014	**$502**	**$988**	**$2,532**		**$4,022**

The Office does not apply the half year rule to any assets purchased during the fiscal year.

NOTE 5 EXPENSES INCURRED BY ALBERTA INFRASTRUCTURE (IN THOUSANDS)

The Office had the following transaction with Alberta Infrastructure for which no consideration was exchanged. The amount for this transaction is estimated based on the actual costs incurred by Alberta Infrastructure to provide the service. The estimated cost for the space is $3,819 for 12,283 usable m^2 (2014 - $3,799).

NOTE 6 MEMBERS' TRANSITION ALLOWANCE LIABILITY (IN THOUSANDS)

The Office implemented a Members' transition allowance on October 1, 1998. The provisions of the allowance were established in accordance with the Members' Allowances Order (RMSC 1992, c. M-1, as amended, Section 9).

A transition allowance is paid to every Member at the time of dissolution of the Legislature unless they are re-elected in the next election. Members who resign their seats are also eligible for the allowance.

Under section 9, the amount paid for service commencing on or after March 20, 1989, is determined by multiplying three months' salary, based on the average monthly salary for the three calendar years in which the person received their highest salary, by the number of years the person served as a Member on or after March 20, 1989. "Salary" is defined in section 9(1). For service periods prior to March 20, 1989, the allowance is calculated by multiplying the highest rate of a Member's monthly indemnity and expense allowances for one month for every year of service prior to March 20, 1989 with no restrictions. There is no credit for years of service for which the Member has previously received a payment under Section 9 or the predecessor section. Eligible recipients may elect to be paid the allowance over a period of up to four years.

In the event of death of an active Member, a transition allowance equivalent to the amount owed at death is paid to the Member's estate.

	2015	2014
Liability at beginning of year	$16,675	$17,243
Total transition allowance payments	(2,380)	(568)
Total transition allowance expense	–	–
Liability at end of year	**$14,295**	**$16,675**
Voted expense	$0	$0
Valuation adjustment	–	–
Total transition allowance expense	**$0**	**$0**

Changes were made to the allowance effective April 23, 2012. Members will no longer receive credit for service after April 22, 2012. However, any amounts owed to Members for prior service, up to April 22, 2012, will be paid in the future when they cease to be a Member.

NOTE 7 DEFINED BENEFIT PLANS (IN THOUSANDS)

The Office participates in the following multi-employer pension plans: Management Employees Pension Plan and Public Service Pension Plan. The Office also participates in the multi-employer Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of $2,452 for the year ending March 31, 2015 (2014 - $2,371).

At December 31, 2014, the Management Employees Pension Plan reported a deficiency of $75,805 (2013 – deficiency of $50,457) and the Public Service Pension Plan reported a deficiency of $803,299 (2013 – deficiency of $1,254,678). At December 31, 2014, the Supplementary Retirement Plan for Public Service Managers had a deficiency of $17,203 (2013 - deficiency of $12,384).

The Office also participates in two multi-employer Long Term Disability Income Continuance Plans. At March 31, 2015, the Bargaining Unit Plan reported an actuarial surplus of $86,888 (2014 – surplus of $75,200) and the Management, Opted Out and Excluded Plan an actuarial surplus of $32.343 (2014 – surplus of $24,055). The expense for these two plans is limited to the employer's annual contributions for the year.

NOTE 8 BUDGET (IN THOUSANDS)

EXPENSES	
2014-2015 budget [a]	$69,415
2014-2015 actual expenses (excluding valuation adjustments)	(61,460)
2014-2015 unexpended (excluding valuation adjustments)	**$7,955**

[a] 2014-2015 Offices of the Legislative Assembly Estimates, presented Feb 21, 2014.

NOTE 9 CONTRACTUAL OBLIGATIONS (IN THOUSANDS)

The estimates for aggregate amounts payable in 2015-16 for unexpired contracts is as follows:

	2016	2015
Leased properties	$2,247	$2,172
Office equipment rentals	314	306
Consulting	450	504
	$3,011	$2,982

NOTE 10 APPROVAL OF FINANCIAL STATEMENTS

These financial statements were approved by the Clerk of the Legislative Assembly.

SCHEDULE 1

EXPENSES – DIRECTLY INCURRED DETAILED BY OBJECT

Year ended March 31, 2015 (In thousands)

	BUDGET (NOTE 3)	2015 ACTUAL	2014 ACTUAL
EXPENSES			
Salaries, wages and employer contributions	$30,392	$27,453	$27,362
Supplies and services	21,812	17,841	17,457
Grants	7	1	2
Payments to MLAs and Executive Council	17,204	16,165	16,535
TOTAL VOTED EXPENSES	**$69,415**	**$61,460**	**$61,356**

SCHEDULE 2

SALARY AND BENEFITS DISCLOSURE

Year ended March 31, 2015

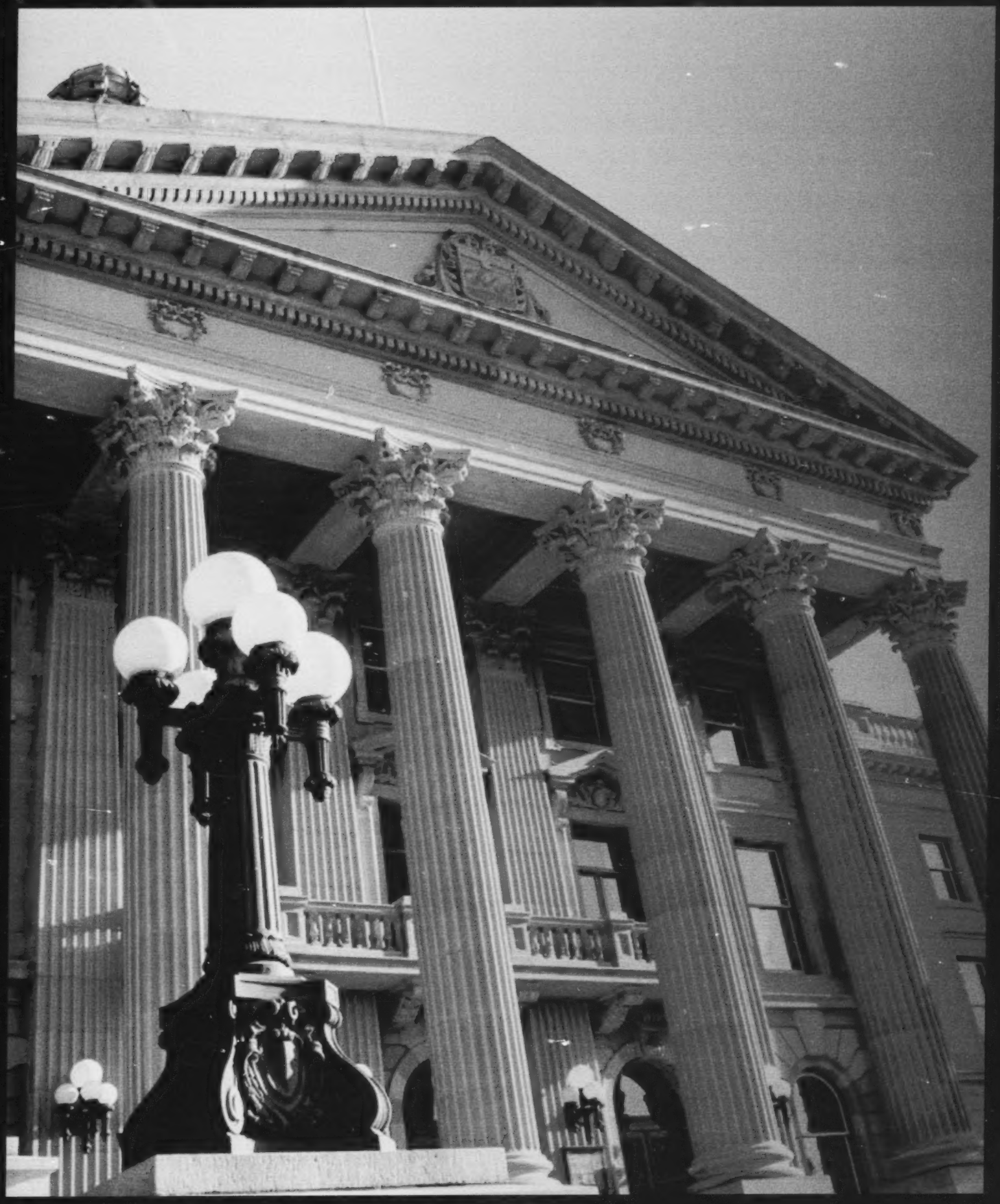
	BASE SALARY [1]	OTHER CASH BENEFITS [2]	OTHER NON-CASH BENEFITS [3]	2015 TOTAL	2014 TOTAL
SENIOR OFFICIAL					
Clerk of the Legislative Assembly [4]	$282,512	$0	$3,952	$286,464	$280,957
SENIOR MANAGEMENT TEAM					
Senior Parliamentary Counsel and Director of House Services	201,278	–	53,327	254,605	258,577
Law Clerk and Director of Interparliamentary Relations	201,278	5,349	53,367	259,994	263,147
Director of Human Resources, Information Technology & Broadcast Services	198,602	7,538	10,464	216,604	233,122
Director of Financial Management and Administrative Services and Senior Financial Officer	159,482	6,040	43,221	208,743	193,682
Director of Visitor, Ceremonial, & Security Services and Sergeant-At-Arms	156,890	–	42,740	199,630	190,334
Legislature Librarian	132,098	–	36,388	168,486	158,294

[1] Base salary includes pensionable base pay.

[2] Other cash benefits include vacation payouts and lump sum payments. There were no bonuses paid in 2015.

[3] Other non-cash benefits include the Legislative Assembly Office's share of all employee benefits and contributions or payments made on behalf of employees including pension, supplementary retirement plans, health care, dental coverage, group life insurance, short and long term disability plans, WCB premiums, professional memberships and tuition fees.

[4] Automobile provided; no dollar amount included in other non-cash benefits.



COMMONWEALTH PARLIAMENTARY ASSOCIATION, ALBERTA BRANCH

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PRESIDENT'S REPORT

"FEW PEOPLE UNDERSTAND THE INNER WORKINGS OF THE LEGISLATIVE LANDSCAPE. THE ISSUES MEMBERS ENCOUNTER ON A DAILY BASIS ARE COMPLEX AND ALWAYS EVOLVING," SAID ROBERT H. REYNOLDS, QC, LAW CLERK AND DIRECTOR OF INTERPARLIAMENTARY RELATIONS. "THE MOST RELEVANT EDUCATIONAL OPPORTUNITIES TO ASSIST MEMBERS IN THEIR ROLES EXIST THROUGH INTERPARLIAMENTARY RELATIONS, WHERE THE POINTS OF VIEW OF NATIONAL AND INTERNATIONAL COUNTERPARTS PROVIDE A MULTITUDE OF PERSPECTIVES ON UNIVERSAL ISSUES."

"EXPOSURE TO A VARIETY OF PERSPECTIVES AND EXPERIENCES ENABLES LEGISLATORS TO VIEW ISSUES FROM ALL SIDES, INFORMING FUTURE DECISIONS," SAID HONOURABLE ROBERT E. WANNER, SPEAKER OF THE LEGISLATIVE ASSEMBLY OF ALBERTA

Parliamentary conferences are the classrooms of legislators. They provide ample opportunities for us to benefit from the experiences of our peers and to expose ourselves to several viewpoints. We hear about what has worked in other jurisdictions and then apply what we've learned to a local setting. Exposure to a variety of perspectives and experiences enables problems to be viewed from all sides, informing future decisions.

I was honoured to attend the Commonwealth Parliamentary Association's Canadian Regional Conference with my colleagues Debbie Jabbour, Deputy Speaker, Chair of Committees; Thomas Dang, MLA, Edmonton-South West; Denise Woollard, MLA, Edmonton-Mill Creek and Robert H. Reynolds, QC, Law Clerk and Director of Interparliamentary Relations. The conference was held in Victoria, British Columbia, from July 19 to 25. It was a wonderful learning and networking opportunity and a great way to get to know my fellow legislators from across the country.

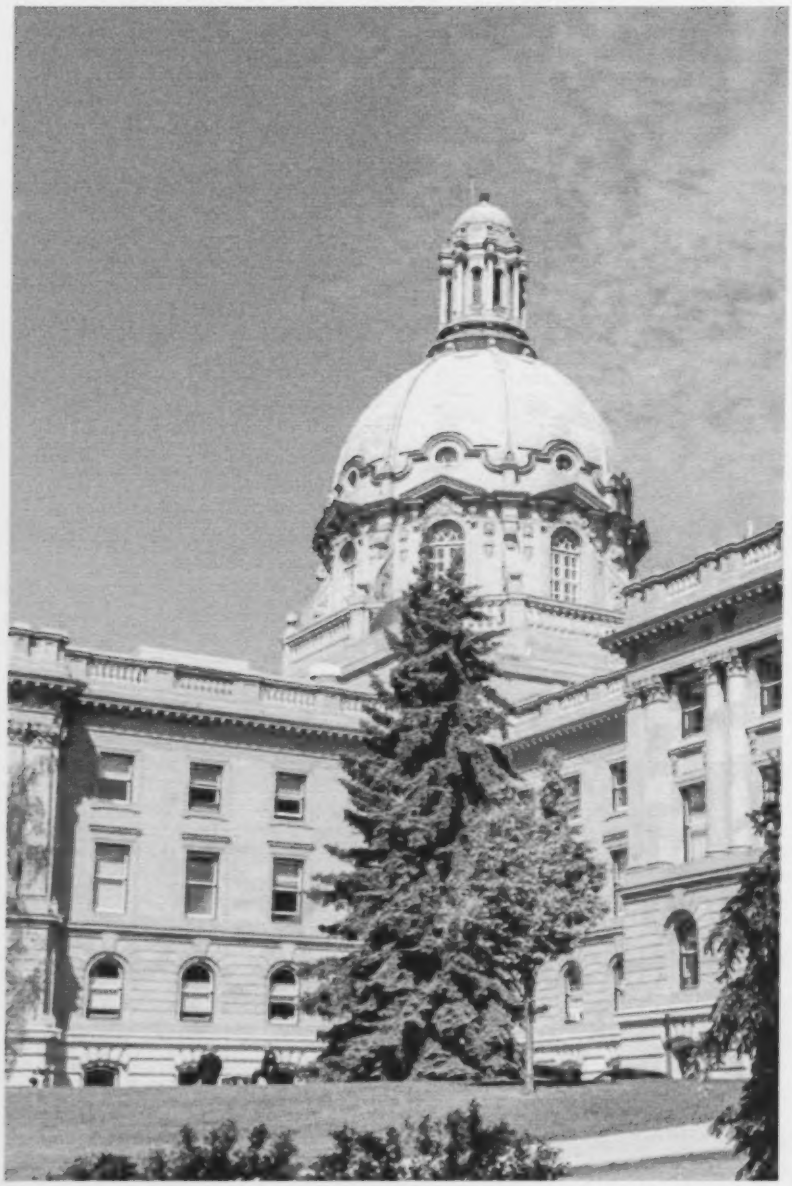
More than 100 delegates attended the conference, which focused on parliamentary security. Chairing the session on the October 22, 2014, Parliament Hill Incident was very humbling for me. During the session MPs Joyce Murray, Malcolm Allen and Chris Charlton reflected on their experiences when a gunman entered the Hall of Honour. Their accounts were poignant and instructional, bringing the security of public buildings to the forefront and highlighting areas for improvement.

Following the incident the security protocols of several public buildings, including the Alberta Legislature, were reviewed. Additional security procedures to protect the safety of those who work in the building as well as those who visit were implemented for visitors to our building.

The Alberta Legislature is the centre of democracy in our province. Our places of employment are also places of the people, and thus a high degree of security must be balanced with accessibility. In 2015 the Legislature welcomed over 50,000 visitors for tours, the observation of session and participation in educational programs and events. A place of the people, indeed.

While security at the Alberta Legislature may have increased, the beloved landmark is still open for Albertans to explore and while there engage in our parliamentary process, a generations-old tradition and one which I hope will be preserved for years to come.

Honourable Robert E. Wanner *MLA, Medicine Hat, Speaker of the Legislative Assembly of Alberta*



BURSARIES

RECIPIENTS

Bursaries are presented annually to nominees from the TUXIS Parliament of Alberta and the Alberta Girls' Parliament to foster interest in the parliamentary process among young Albertans.

TUXIS PARLIAMENT OF ALBERTA

THOMAS ANGLIN
– RIMBEY-ROCKY MOUNTAIN HOUSE-SUNDRE

ALBERTA GIRLS' PARLIAMENT

IMOGEN POHL
– LETHBRIDGE-WEST

RACHEL GILL
– CALGARY-NORTHERN HILLS

MEMBERS OF THE 29TH LEGISLATIVE ASSEMBLY

W

TEELA SHARON AHEER

CHESTERMERE-ROCKY VIEW

ND

SHAYE ANDERSON

LEDUC-BEAUMONT

W

WAYNE ANDERSON

HIGHWOOD

ND

ERIN D. BABCOCK

STONY PLAIN

W

DREW BARNES

CYPRESS-MEDICINE HAT

PC

MANMEET SINGH BHULLAR

CALGARY-GREENWAY

(passed away 11/23/2015)

ND

HONOURABLE DERON BILOUS

EDMONTON-BEVERLY-CLAREVIEW

Deputy Government House Leader
Minister of Economic Development and Trade
Minister of Municipal Affairs (to 10/22/2015)
Minister of Service Alberta (to 10/22/2015)

ND

HONOURABLE ONEIL CARLIER

WHITECOURT-STE. ANNE

Minister of Agriculture and Forestry

ND
JON CARSON
EDMONTON-MEADOWLARK

ND
HONOURABLE JOE CECI
CALGARY-FORT
Minister of Finance and President of Treasury Board

AP
GREG CLARK
CALGARY-ELBOW

ND
MICHAEL CONNOLLY
CALGARY-HAWKWOOD

ND
CRAIG COOLAHAN
CALGARY-KLEIN

W
NATHAN COOPER
OLDS-DIDSBURY-THREE HILLS
Official Opposition House Leader

ND
ESTEFANIA CORTES-VARGAS
STRATHCONA-SHERWOOD PARK

W
SCOTT CYR
BONNYVILLE-COLD LAKE
Official Opposition Deputy Whip

ND
LORNE DACH
EDMONTON-MCCLUNG

ND
THOMAS DANG
EDMONTON-SOUTH WEST

IND
DEBORAH DREVER
CALGARY-BOW

PC
WAYNE DRYSDALE
GRANDE PRAIRIE-WAPITI

ND

HONOURABLE DAVID EGGEN

EDMONTON-CALDER

Minister of Culture and Tourism
Minister of Education

PC

MIKE ELLIS

CALGARY-WEST

ND

RICHARD FEEHAN

EDMONTON-RUTHERFORD

Deputy Chair of Committees

W

DEREK FILDEBRANDT

STRATHMORE-BROOKS

ND

MARIA FITZPATRICK

LETHBRIDGE-EAST

PC

RICK FRASER

CALGARY-SOUTH EAST

ND

HONOURABLE KATHLEEN GANLEY

CALGARY-BUFFALO

Minister of Aboriginal Relations
Minister of Justice and Solicitor General

ND

NICOLE GOEHRING

EDMONTON-CASTLE DOWNS

PC

RICHARD GOTFRIED

CALGARY-FISH CREEK

ND

CHRISTINA GRAY

EDMONTON-MILL WOODS

W

DAVID B. HANSON

LAC LA BICHE-ST. PAUL-TWO HILLS

Official Opposition Deputy House Leader

ND

BRUCE HINKLEY

WETASKIWIN-CAMROSE

ND

HONOURABLE SARAH HOFFMAN

EDMONTON-GLENORA

Minister of Health
Minister of Seniors

ND

TREVOR HORNE

SPRUCE GROVE-ST. ALBERT

W

GRANT R. HUNTER

CARDSTON-TABER-WARNER

ND

DEBBIE JABBOUR

PEACE RIVER

Deputy Speaker and Chair of Committees

PC

SANDRA JANSEN

CALGARY-NORTH WEST

W

BRIAN MICHAEL JEAN, QC

FORT MCMURRAY-CONKLIN

Leader of the Official Opposition

ND

ANAM KAZIM

CALGARY-GLENMORE

ND

JAMIE KLEINSTEUBER

CALGARY-NORTHERN HILLS

ND

HONOURABLE DANIELLE LARIVEE

LESSER SLAVE LAKE

Minister of Municipal Affairs (from 10/22/2015)
Minister of Service Alberta (from 10/22/2015)

ND

JESSICA LITTLEWOOD

FORT SASKATCHEWAN-VEGREVILLE

W

TODD LOEWEN

GRANDE PRAIRIE-SMOKY

ND

ROD LOYOLA

EDMONTON-ELLERSLIE

ND

ROBYN LUFF

CALGARY-EAST

W

DON MACINTYRE

INNISFAIL-SYLVAN LAKE

ND

BRIAN MALKINSON

CALGARY-CURRIE

ND

HONOURABLE BRIAN MASON

EDMONTON-HIGHLANDS-NORWOOD

Government House Leader
Minister of Infrastructure
Minister of Transportation

ND

HONOURABLE MARGARET MCCUAIG-BOYD

DUNVEGAN-CENTRAL PEACE-NOTLEY

Minister of Energy

PC

RIC MCIVER

CALGARY-HAYS

Leader of the PC Opposition

ND

ANNIE MCKITRICK

SHERWOOD PARK

ND

STEPHANIE MCLEAN

CALGARY-VARSITY

Deputy Government Whip

ND

KAREN MCPHERSON

CALGARY-MACKAY-NOSE HILL

ND

BARB MILLER

RED DEER-SOUTH

ND

RICARDO MIRANDA

CALGARY-CROSS

ND

CHRIS NIELSEN

EDMONTON-DECORE

W

JASON NIXON

RIMBEY-ROCKY MOUNTAIN HOUSE-SUNDRE

Official Opposition Whip

ND

HONOURABLE RACHEL NOTLEY

EDMONTON-STRATHCONA

Premier
President of Executive Council
Minister of International and Intergovernmental Relations
(to 10/22/2015)

W

RONALD ORR

LACOMBE-PONOKA

W

PRASAD PANDA

CALGARY-FOOTHILLS

ND

BRANDY PAYNE

CALGARY-ACADIA

ND

HONOURABLE SHANNON PHILLIPS

LETHBRIDGE-WEST

Deputy Government House Leader
Minister of Environment and Parks
Minister Responsible for the Status of Women
(to 12/16/2015)
Minister of Status of Women (from 12/16/2015)

ND

COLIN PIQUETTE

ATHABASCA-STURGEON-REDWATER

W

ANGELA PITT

AIRDRIE

ND

MARIE RENAUD

ST. ALBERT

PC

DAVE RODNEY

CALGARY-LOUGHEED

ND

ERIC ROSENDAHL

WEST YELLOWHEAD

ND

HONOURABLE IRFAN SABIR

CALGARY-MCCALL

Minister of Human Services

ND

MARLIN SCHMIDT

EDMONTON-GOLD BAR

Government Whip

W

DAVID A. SCHNEIDER

LITTLE BOW

ND

KIM SCHREINER

RED DEER-NORTH

ND

DAVID SHEPHERD

EDMONTON-CENTRE

ND

HONOURABLE LORI SIGURDSON

EDMONTON-RIVERVIEW

Minister of Innovation and Advanced Education (to 10/22/2015)
Minister of Advanced Education (from 10/22/2015)
Minister of Jobs, Skills, Training and Labour

W

MARK SMITH

DRAYTON VALLEY-DEVON

PC

RICHARD STARKE

VERMILION-LLOYDMINSTER

PC Opposition House Leader

W

PAT STIER

LIVINGSTONE-MACLEOD

W

RICK STRANKMAN

DRUMHELLER-STETTLER

ND

GRAHAM D. SUCHA

CALGARY-SHAW

AL

DAVID SWANN

CALGARY-MOUNTAIN VIEW

ND

HEATHER SWEET

EDMONTON-MANNING

COMMONWEALTH

W

WES TAYLOR

BATTLE RIVER-WAINWRIGHT

ND

BOB TURNER

EDMONTON-WHITEMUD

W

GLENN VAN DIJKEN

BARRHEAD-MORINVILLE-WESTLOCK

ND

HONOURABLE ROBERT E. WANNER

MEDICINE HAT

Speaker

ND

CAMERON WESTHEAD

BANFF-COCHRANE

ND

DENISE WOOLLARD

EDMONTON-MILL CREEK

W

TANY YAO

FORT MCMURRAY-WOOD BUFFALO

PARLIAMENTARY ASSOCIATION

CONFERENCES

WINNIPEG, MANITOBA | JANUARY 29 – FEBRUARY 1, 2015

CANADIAN PRESIDING OFFICERS' CONFERENCE

DELEGATES

***Mary Anne Jablonski**, Deputy Chair of Committees, MLA, Red Deer-North*

***George Rogers**, Deputy Speaker, Chair of Committees, MLA, Leduc-Beaumont*

***Honourable Gene Zwozdesky**, Speaker, MLA, Edmonton-Mill Creek*

***Dr. David McNeil**, Clerk of the Assembly*

AGENDA

- Welcome Greeting by Honourable Chris Collins, Speaker of the Legislative Assembly of New Brunswick
- Business Session 1: The Speaker's Casting Vote
- Business Session 2: Democracy Renewal – An Islander's Perspective
- Business Session 3: Decorum in the House
- Business Session 4: Challenges and Opportunities of Being a New Deputy Speaker
- Business Session 5: The Speaker's Role Regarding the Independent Member
- Business Session 6: Policy on Preventing and Managing Situations Involving Harassment
- Business Session 7: Speakers' Initiatives (round-table)

DELEGATE REPORT

Submitted by Debbie Jabbour

The Canadian Presiding Officers' Conference was an opportunity to strengthen relationships and networks with parliamentary colleagues across Canada and members of the CWP Steering Committee.

Some highlights included:

- Meeting my counterpart from Quebec and learning about the development of their internal harassment policy and the initiatives they have undertaken to support women parliamentarians in that province
- Learning about Legislature school outreach from the B.C. Speaker
- Hearing provincial updates from Speakers, Deputy Speakers and Clerks
- Learning about the history and culture of New Brunswick at Kings Landing

(Edited for length)

VICTORIA, BRITISH COLUMBIA | JULY 19, 2015

COMMONWEALTH WOMEN PARLIAMENTARIANS CONFERENCE (CWP)

DELEGATE

***Debbie Jabbour**, Deputy Speaker, Chair of Committees, MLA, Peace River*

AGENDA

- Official Welcome
- Chair's Report and CWP Business Session
- The Journey of a Thousand Steps: Walking with Vulnerable Women on the Road to Change
- Women's Representation Internationally: Why It Matters
- Women, Security and Social Media
- Election Monitoring Abroad
- Women in Conflict Zones

VICTORIA, BRITISH COLUMBIA | JULY 19 – 25, 2015

COMMONWEALTH PARLIAMENTARY ASSOCIATION (CPA) CANADIAN REGIONAL CONFERENCE

DELEGATES

***Thomas Dang**, MLA, Edmonton-South West*

***Debbie Jabbour**, Deputy Speaker, Chair of Committees, MLA, Peace River*

***Honourable Robert E. Wanner**, Speaker, MLA, Medicine Hat*

***Denise Woollard**, MLA, Edmonton-Mill Creek*

AGENDA

- Opening Ceremony and Official Welcome
- Accessibility within Canadian Parliaments
- Security Considerations at the Legislative Assembly of British Columbia
- Parliamentarians and Social Media
- Editorial Cartoons
- Ethics and Accountability of Members
- Security Standards for Parliament Buildings: Principles and Application – The Quebec Parliament Building Infrastructure Improvement Project
- October 22, 2014: Parliament Hill – Personal Reflections
- Networking Sessions
- Security and Access in Australian Parliaments
- Twinning Arrangements
- Closing Remarks

DELEGATE REPORT

Submitted by Debbie Jabbour

This was an excellent opportunity to network with parliamentary colleagues from across the country. We met representatives from across Canada and from Australia and the United States and were able to share ideas, learn about how their parliaments function and build important cross jurisdictional relationships with our peers.

Some highlights included:

- Canadian Senators speaking about their work, including international advocacy for women's and children's rights and role as international election scrutineers
- Hearing perspectives on balancing counterterrorism initiatives with human rights
- Learning how other parliaments are managing security concerns
- Visiting the Canadian Coast Guard to learn about their work in search and rescue and border security
- Discussions with other women parliamentarians in CWP about ways to encourage and support women in leadership roles

(Edited for length)

LAFAYETTE AND LAKE CHARLES, LOUISIANA | JULY 27 – 31, 2015

AMERICA REGION, ASSEMBLÉE PARLEMENTAIRE DE LA FRANCOPHONIE (APF)

DELEGATES

***Michael Connolly**, MLA, Calgary-Hawkwood*

***Mike Ellis**, MLA, Calgary-West*

***Annie McKitrick**, MLA, Sherwood Park*

AGENDA

- Official Opening of the 31st Session of the America Regional Assembly
- First Work Session: Communication and Synergy between Parliamentarians and Francophone Youth in Minority
- Second Work Session
- Third Work Session

DELEGATE REPORT

Submitted by Annie McKitrick

The theme for this year's program was focused on the relationship between young francophones and parliamentarians. It was a very important theme for our hosts in Louisiana, who have worked hard to promote the learning and use of French by young people from French, Creole and Cajun families.

We had the opportunity to listen and learn from some of the young people who learned French as immersion students. These students are now leaders in their community for ensuring that French is spoken. It was Senator LaFleur, first as a state representative and now as a Senator, who worked hard to ensure that there was funding for immersion programs in schools, for French organizations and for supporting the French language throughout the state. In their efforts to create immersion programs, Louisiana has benefited from Canadian immersion teachers and programs sponsored by France. Our presence in Louisiana and the support of the APF was very important to the Louisiana delegation, who have worked diligently to revitalize and promote the use of French in the state.

Each delegation had the opportunity to speak about the role that their own Assembly and government play in supporting francophone youth to maintain their language and culture. Similar themes included the Francophone Youth Parliament, support for immersion programs, French school boards and the funding allocated to francophone organizations. Also discussed was the recruitment of francophones to run for office and the ability for francophones to be served in French by provincial government officers.

We visited a number of sites in Lafayette and travelled to Port Charles to visit a major port and LNG facilities. It was particularly interesting to learn about the economy of this part of Louisiana and to find out how they are dealing with similar dilemmas as Alberta such as housing the large number of temporary workers needed to build refineries and upgraders.

Arising from the discussion at the conference and the participation by the Alberta delegation to the work of the APF, the following are points to consider.

There are now a number of MLAs with francophone heritage, French as a mother tongue or with French as an additional language. There are opportunities to create important linkages and connections with the various francophone communities in Alberta: Franco-Albertans, Acadians, Quebecers, French from France or Belgium, Africans from former French colonies and Middle Eastern countries such as Lebanon and Egypt.

Within the scope of the 29th Legislature we already have provided opportunities to promote francophone Albertans and the use of French. Continuing the singing of the bilingual anthem, celebrating French cultural events such as St. Jean Baptiste Day and the speaking of French during session support our interest in this aspect of diversity in Alberta.

Since Alberta does not belong to the parent organization (l'Organisation internationale de la Francophonie, OIF), we have a limited role with APF and also pay a lower annual fee. Quebec, New Brunswick and Ontario provide the leadership in rotation. The four western provinces have not been very active but do share similar historical and current backgrounds with their French-speaking populations. Like Alberta, other provinces have seen the number of francophones increase due to the migration of workers from eastern Canada and Quebec for work.

Louisiana immersion schools have benefited from Canadian French immersion teachers. However, they have found that young teachers, especially those with families, face challenges due to the employment conditions in Louisiana, which do not allow them to earn seniority, be in the Canadian pension plans or to have access to our health care plans. The suggestion was made that retired immersion teachers may be interested in coming to work in Louisiana as they do not have the same concerns as young teachers. An outreach with the Alberta Retired Teachers' Association may find a number of retired teachers interested.

Cajun, Creole and francophone Louisiana youth are very active in promoting French as a spoken language in Louisiana. Opportunities for Alberta French-speaking youth to meet and learn from Louisiana French-speaking youth would provide interesting exchanges and discussions.

(Edited for length)

SEATTLE, WASHINGTON | AUGUST 3 – 6, 2015

NATIONAL CONFERENCE OF STATE LEGISLATURES (NCSL)

DELEGATES

Erin Babcock, *MLA, Stony Plain*

Scott Cyr, *MLA, Bonnyville-Cold Lake*

Ricardo Miranda, *MLA, Calgary-Cross*

Cam Westhead, *MLA, Banff-Cochrane*

DELEGATE REPORT

Submitted by Erin Babcock

The NCSL summit in Seattle, Washington, was well worth attending. There were over 25 countries represented by international delegations, with some, such as the delegation from Taiwan, attending for the 10th consecutive year. The international sessions on the first day of the summit were interesting and informative, with round-table discussions as well as presentations on social media and trade/infrastructure. The afternoon was spent on a tour of the port, and information on moving agricultural and oil/gas products was especially relevant to the role of Alberta in trade.

Day two of the summit included a trip to the Washington State Legislature in Olympia, Washington. The tour of the capitol was informative and displayed much of historical note, but the most relevant part of the tour was a mock sitting we attended. Personally, I found the two-house system at the state level of particular interest. The Consul General of Canada held a reception for all international delegates in the evening, allowing networking between nations.

The last two days of the summit included many general sessions in which much information was brought forth. Of note, I took part in a session discussing the volatile nature of oil and gas prices and supply/demand within the United States as well as global markets.

Sessions Attended:

- Volatile Oil Prices: Optimism and Anxiety in the States
- Robert Gates: The Challenge of Politics and America's Global Standing
- Institute of Scrap Recycling Industries Sponsored Luncheon
- Filling Up the Tank: Funding Transportation (Deep Dive Session)
- A Better Way to Keep Kids out of Prison
- Thursday General Session Luncheon: Leadership Lessons With Jon Meacham

Of the sessions I was able to take advantage of, the most interesting for me was A Better Way to Keep Kids out of Prison. There was a lot of worthwhile information presented by the three speakers that is very relevant in Alberta. The King county prosecutor was very eloquent in his support of finding ways to keep juvenile offenders from entering the corrections process at all; the result of which is that these young people don't end up with criminal records, don't end up dealing with and becoming jaded by the justice system and don't lose out on opportunities through their school or community. It allows the young people to make positive connections within the community. One stellar example of these types of programs being implemented in King county is the 180 program, which allows kids the chance to attend programming with their family, and at the end of the program the charges against the youth are expunged instead of being filed. This program is paid for with funds that would have been spent on the prosecution of these youth, so it is a more worthwhile use of those funds. Spending is all quantified within the Washington State Institute for Public Policy, a government agency which allows a dollars-to-programs discussion instead of a dollars-versus-programs discussion. This is just one small example of the types of "lightbulb moments" this summit allowed me to bring back to Alberta.

Throughout the week I was able to have meaningful discussions with delegates hailing from South Africa, Australia, Germany, Kenya and Sudan, discussing obstacles, successes and challenges faced in differing communities, generally at the same level of government as we are. Delegates from all over the United States were also present, and discussion occurred with representatives from Washington DC, South Dakota, Maine, Texas and with the special assistant to the Speaker in California as well as labour groups, nonprofit groups and special-interest groups. I found this networking to be very valuable in terms of bringing ideas to implement back to Alberta as well as spreading the good work we are accomplishing here at home.

I believe that this was a very worthwhile conference; the learning moments were very valuable and the networking invaluable.

(Edited for length)

DELEGATE REPORT

Submitted by Ricardo Miranda

Sessions:

The sessions were divided between international and regular sessions. There were delegations from over 22 countries attending from all parts of the globe. The first two days all international delegates spent the entire day together discussing topics dealing with process, democracy and communication with constituents.

I was able to meet and discuss topics of common interest with delegates from Uganda, Kenya, Brazil, Germany, Australia and South Africa. These opportunities were, in my opinion, invaluable. For example, there were many questions from the Kenyan delegates, who are in the process of implementing a new constitution in their country and are facing obstacles pertaining to process and parliamentary procedures. They posed interesting questions relating to parliamentary procedure, symbols and practices in the context of decolonization.

The international portion of the summit included a trip to the Washington State Legislature in Olympia, where we were given a tour of an impressive building and were given the opportunity to participate in a mock legislative session. Worthy of mention are the voting methods employed there. While legislators calling out yay or nay is the usual method to conduct votes, there is also an electronic terminal at each desk with the vote reflected in an electronic display at the front of the room. In essence, there are roll call votes, but these are tabulated electronically.

In the remaining two days following the international sessions we had the opportunity to attend any of the regular sessions, including plenary sessions. These were the most informative. I took advantage of the opportunity to hear about tax incentive schemes in various jurisdictions as well as research methodology being implemented in several of the states, which NCSL is aiming to implement across the U.S.

Sessions Attended:

- Managing Your Online Image: Social Media Platforms in the Legislature
- Mechanics of Trade: The Role of Infrastructure in Supporting Economic Growth
- U.S. Economic Outlook with Christopher Thornberg: Will Slow and Steady Win the Race?
- Robert Gates: The Challenge of Politics and America's Global Standing
- Effective Research Strategies: Finding and Presenting Information

Recommendations:

Although I believe that Members would greatly benefit from continued participation, I also believe and it would be my recommendation that at least one legislative staff person also be invited to attend as many of the sessions were specifically geared towards the important work they perform in the Legislature. I believe this summit was extremely beneficial, and I would encourage the Speaker to continue sending a delegation in the future. The conversations, sessions and information in which I took part have generated many thoughts and ideas that I am eager to pursue in the coming years.

WINNIPEG, MANITOBA | AUGUST 23 – 25, 2015

JOINT CANADIAN COUNCIL OF PUBLIC ACCOUNTS COMMITTEES (CCPAC) AND CANADIAN COUNCIL OF LEGISLATIVE AUDITORS (CCOLA) CONFERENCE

DELEGATES

***Lorne Dach**, MLA, Edmonton-McClung*

***Derek Fildebrandt**, Chair of the Standing Committee on Public Accounts, MLA, Strathmore-Brooks*

***Christina Gray**, Deputy Chair of the Standing Committee on Public Accounts, MLA, Edmonton-Mill Woods*

AGENDA

Joint Sessions

- Opening Remarks
- Keynote Speaker: Mary Scanlon, MSP, Deputy Convener of the Scottish Public Accounts Committee – Discussion on the unique aspects of the Scottish Parliament's Public Accounts Committee, its practices and the relationship between the Public Accounts Committee and the Legislative Auditor

- Business Session 1: Building and Maintaining Effective Relationships between the Public Accounts Committee and the Legislative Auditor
- Guest Speaker: Olivia Dorey – Why It Matters, Canada
- Business Session 2: Enhancing the Public Accounts Committee's Impact – Getting Action Through Public Accounts Committee Recommendations and Follow-Up
- NWT Invitation to 2016 CCPAC/CCOLA Conference

CCPAC Sessions

- Speak your Mind/Open Dialogue Session
- Clerks/Researchers Meeting
- Business Session 3: Effective Questioning
- Business Session 4: Issuing Recommendations – Workshop
- Business Session 5: Improving Parliamentary Oversight – The Future of CCAF Programming

DELEGATES REPORT

The Canadian Council of Public Accounts Committees conference was attended by parliamentarians, researchers, committee clerks and other professionals from jurisdictions across Canada and the Canadian House of Commons and included international guests and observers. This conference is held at the same time as the annual conference of the Canadian Council of Legislative Auditors (CCOLA), and the two groups share several business sessions.

TORONTO, ONTARIO | NOVEMBER 4 – 8, 2015

COMMONWEALTH WOMEN PARLIAMENTARIANS (CWP) OUTREACH PROGRAM

DELEGATE

***Debbie Jabbour**, Deputy Speaker, Chair of Committees, MLA, Peace River*

DELEGATE REPORT

Submitted by Debbie Jabbour

The CWP outreach program allowed for me to meet with eight colleagues on the CWP Steering Committee to discuss issues common to women parliamentarians and explore ways to encourage more women, especially young women, to get involved in politics and take leadership roles. We visited women's groups in Toronto, Guelph and Kincardine, which included women involved in agriculture and teaching. The visit to the Bruce Power nuclear generator allowed for a round-table discussion about women taking nontraditional roles. At Queen's Park we attended a session, met with women MPs and visited the tribute wall to women in the Legislature. We attended the Royal Winter Fair horse show and met students from across Canada, including Alberta, who were participating in the Canadian Young Speakers for Agriculture event. I took advantage of opportunities to network and prepare for Alberta's role in hosting the CWP outreach in 2018.

(Edited for length)

REGINA, SASKATCHEWAN | NOVEMBER 12 – 15, 2015

CANADIAN REGIONAL PARLIAMENTARY SEMINAR

DELEGATES

***Nathan Cooper**, MLA, Olds-Didsbury-Three Hills*

***Rick Fraser**, MLA, Calgary-South East*

***Graham Sucha**, MLA, Calgary-Shaw*

AGENDA

- Opening Remarks by Honourable Dan D'Autremont, Speaker of the Legislative Assembly of Saskatchewan
- The Officers of the Legislative Assembly *Standardization Amendment Act, 2015*
- The Alberta Election: Reflections of Alberta Members
- Respect for the Rights of Linguistic Minorities in Canada
- The Commission for Public Administration and Parliamentary Control
- The Implications of Fixed Election Dates

INTERPARLIAMENTARY RELATIONS

The Speaker, Deputy Speaker and Chair of Committees, Deputy Chair of Committees and staff of the Legislative Assembly Office liaise with Members and staff of other parliaments and with other representatives of foreign countries. In 2015 they welcomed the following visitors.

MARCH 2

HIS EXCELLENCY RAOUL DELCORDE – AMBASSADOR OF BELGIUM TO CANADA

MARCH 12

HIS EXCELLENCY TO ANH DUNG – AMBASSADOR OF THE SOCIALIST REPUBLIC OF VIETNAM TO CANADA

MARCH 16

HIS EXCELLENCY SELÇUK ÜNAL – AMBASSADOR OF THE REPUBLIC OF TURKEY TO CANADA

MARCH 19

MS. CECILIA VILLANUEVA BRACHO – CONSUL GENERAL OF MEXICO FOR ALBERTA AND SASKATCHEWAN

MARCH 23

HIS EXCELLENCY DR. BÁLINT ÓDOR – AMBASSADOR OF HUNGARY TO CANADA

JUNE 23

MR. PETER KUJAWINSKI – CONSUL GENERAL OF THE UNITED STATES OF AMERICA TO WESTERN CANADA

SEPTEMBER 4

MADAM FU FENGCHUN – VICE-CHAIRMAN OF THE STANDING COMMITTEE FOR HEILONGJIANG PROVINCE IN THE PEOPLE'S CONGRESS, PEOPLE'S REPUBLIC OF CHINA

OCTOBER 8

HIS EXCELLENCY NICOLAS CHAPUIS – AMBASSADOR OF FRANCE TO CANADA

OCTOBER 21

MR. REND ENDO – SPEAKER OF THE HOKKAIDO PREFECTURAL ASSEMBLY

MR. YOSHIHIRO YAMAYA – VICE-GOVERNOR OF HOKKAIDO

OCTOBER 29

HER ROYAL HIGHNESS PRINCESS ASTRID – PRINCESS OF BELGIUM

NOVEMBER 4

HIS EXCELLENCY DAESHIK JO – AMBASSADOR OF THE REPUBLIC OF KOREA TO CANADA

NOVEMBER 16

HIS EXCELLENCY DR. BEAT WALTER NOBS – AMBASSADOR OF SWITZERLAND TO CANADA AND THE BAHAMAS

NOVEMBER 18

HIS EXCELLENCY NICOLÁS FABIÁN TRUJILLO – AMBASSADOR OF ECUADOR

NOVEMBER 23

HIS EXCELLENCY PAVEL HRNCIR – AMBASSADOR OF THE CZECH REPUBLIC TO CANADA

NOVEMBER 30

MR. THOMAS PALAIA – CONSUL GENERAL OF UNITED STATES OF AMERICA TO ALBERTA, SASKATCHEWAN AND THE NORTHWEST TERRITORIES

OBITUARIES

During 2015 the Legislative Assembly of Alberta mourned the passing of a number of its former Members.

On November 23, 2015, the Assembly suffered the profound loss of their colleague, a sitting Member and respected friend, the dedicated Member for Calgary-Greenway, Manmeet Singh Bhullar.

Larger than life, Manmeet left an indelible mark on our Legislative Assembly. Members honoured his immeasurable contributions to this Assembly and to his community on November 25, 2015, and captured the remarks in a special edition of *Hansard* and a memorial video as lasting tributes.

"His spirit will live on in the countless people he has helped and in others who want to honour his memory by showing a similar kindness to others in a way that they know would have made him proud."

***Honourable Robert E. Wanner**, Speaker of the Legislative Assembly of Alberta*

"Whether in government or in opposition, Manmeet was accessible, authentic, committed and very capable."

***Honourable Rachel Notley**, Premier of Alberta*

"This week we have lost one of our finest, friendliest and kindly giants – I don't mean in stature, although, that is true; I mean in purpose, vision and accomplishment – a man who, with a deep sense of patriotism and commitment to his province and country, sought to bring people together..."

***Brian Jean**, QC, Leader of Her Majesty's Loyal Opposition*

"At the time of his first election he was the youngest caucus Member. Even then he knew it. Manmeet the advocate and MLA accomplished more in his short years than some will fulfill in a long, long lifetime. He was involved in helping so many people and organizations, and his philanthropy and advocacy knew no borders."

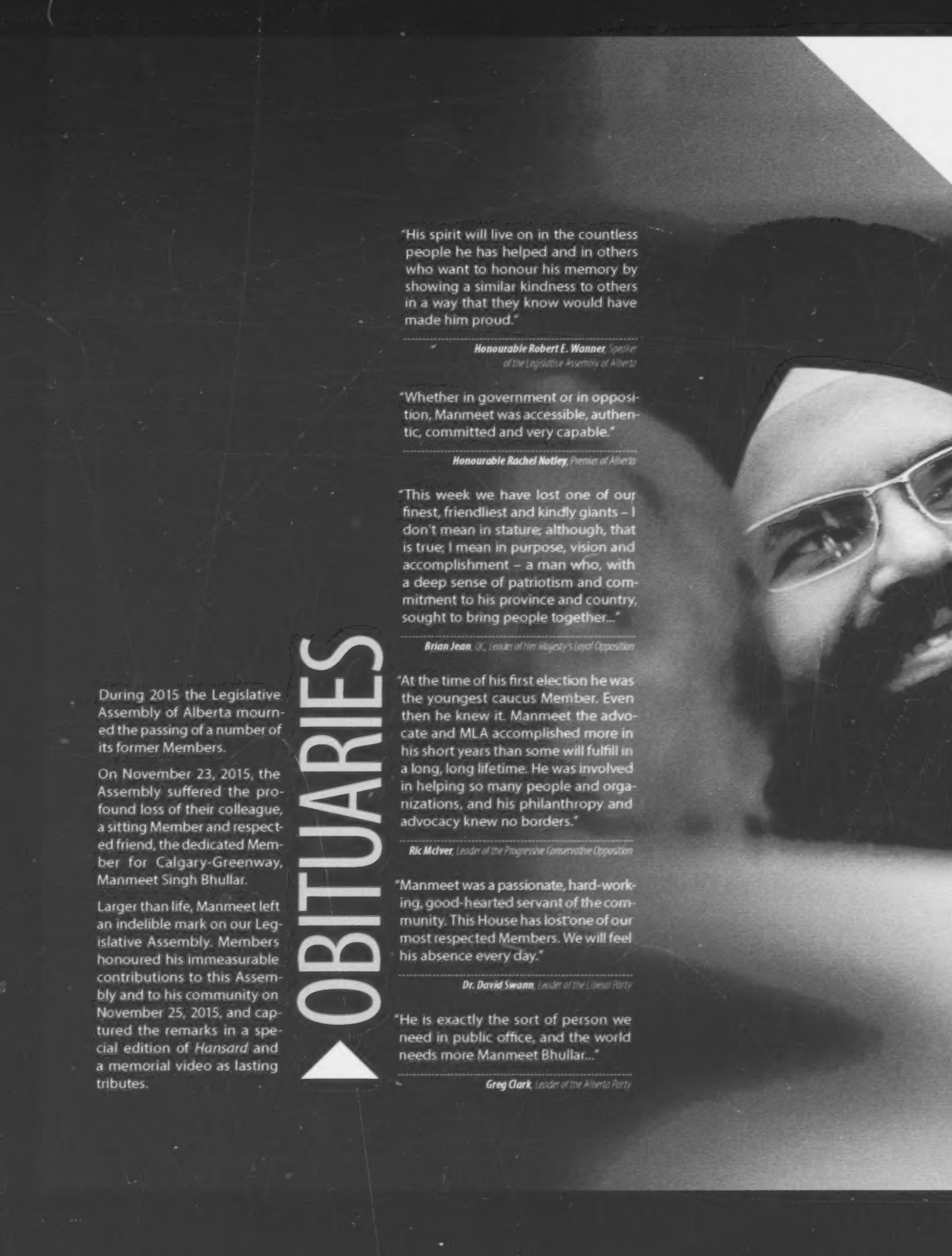
***Ric McIver**, Leader of the Progressive Conservative Opposition*

"Manmeet was a passionate, hard-working, good-hearted servant of the community. This House has lost one of our most respected Members. We will feel his absence every day."

***Dr. David Swann**, Leader of the Liberal Party*

"He is exactly the sort of person we need in public office, and the world needs more Manmeet Bhullar..."

***Greg Clark**, Leader of the Alberta Party*



MARCH 1, 1980 – NOVEMBER 23, 2015

MANMEET SINGH BHULLAR

Mr. Bhullar was first elected to the Legislative Assembly of Alberta on March 3, 2008, and served until November 23, 2015. During his years of service he represented the constituency of Calgary-Greenway.

During his terms in office Mr. Bhullar served as Minister of Infrastructure, Minister of Human Services and Minister of Service Alberta.

Mr. Bhullar also served on the following committees:

- Standing Committee on Legislative Offices
- Standing Committee on Public Accounts

In addition to his legislative service, Mr. Bhullar was responsible for negotiating a memorandum of understanding that was signed between the then government of Alberta and the state of Punjab in India. The agreement facilitates trade and partnerships between the two jurisdictions on postsecondary education and agriculture. In addition, he was a member of the Treasury Board, the Planning and Priorities Cabinet Committee and the Operations Committee. Born in Calgary, Mr. Bhullar earned his bachelor of arts from Athabasca University and completed studies at Mount Royal University. He obtained his bachelor of laws from the University of Windsor.

DECEMBER 23, 1913 – MAY 18, 2015

FRANK PIERPOINT APPLEBY

Mr. Appleby served as the Member for Athabasca from August 30, 1971, until his retirement on May 7, 1986. During his tenure as a Member of the Legislative Assembly he served on many committees, including as chair of the Select Standing Committee on Privileges and Elections. Mr. Appleby served as Deputy Speaker and Chair of Committees from 1979 until 1986. In 1985 he introduced the *Forestry Profession Act* and was subsequently recognized by the College of Alberta Professional Foresters, which now bestows an annual award bearing his name. For his dedication to lifelong learning and his efforts to establish Athabasca University, he was awarded the honorary degree of doctorate of Athabasca University in 2005.

AUGUST 27, 1924 – JULY 18, 2015

ELMER ELSWORTH BORSTAD

Mr. Borstad was elected to the Legislative Assembly of Alberta as the Member for Grande Prairie on March 14, 1979. During his term in office Mr. Borstad spearheaded the establishment of a women's shelter in Grande Prairie and then worked with fellow Members to set up provincial provisions for the ongoing funding for shelters. Mr. Borstad also brought about amendments to the urban parks program to allow smaller cities in the province to receive funding for redevelopment and maintenance. In 2004 he was the first recipient of the Grande Prairie Regional College Alumni/Foundation's volunteer award, and in 2005 he received the Alberta centennial medal.

APRIL 2, 1923 – AUGUST 26, 2015

HARRY KEITH EVERITT

Mr. Everitt was first elected to the Legislative Assembly of Alberta as the Member for St. Albert on June 18, 1959. He was subsequently re-elected in 1963 and again in 1967 for the same constituency. Over his 12 years of service he sat on many standing and special committees. Mr. Everitt carried on the family tradition when he purchased his grandfather's farm and set up as a dairy farmer. After leaving provincial politics, he became a school trustee for Sturgeon county from 1977 to 1986 and a councillor from 1980 to 1992. He and his wife, Thelma, were married for 72 years.

FEBRUARY 15, 1932 – APRIL 4, 2015

JOHN ALBERT GOGO

Mr. Gogo was first elected to the Legislative Assembly of Alberta as the Member for Lethbridge-West on March 26, 1975. He was re-elected in the next four provincial elections, serving for a total of 18 years, two months and 20 days, until his retirement on June 14, 1993. During that tenure, in addition to serving on numerous legislative committees, Mr. Gogo served as Deputy Speaker and Chair of Committees from 1986 to 1989 and Minister of Advanced Education from 1989 until 1992. Mr. Gogo was a veteran of the Korean War. Mr. Gogo was a vocal proponent for his home city of Lethbridge, and as a result in 2007 he was awarded an honorary doctorate of laws from the University of Lethbridge.

OCTOBER 2, 1945 – NOVEMBER 22, 2015

WESLYN MELVA MATHER

Mrs. Mather served the Legislative Assembly of Alberta as the Member for Edmonton-Mill Woods from 2004 until 2008. Trained as both an educator and chartered psychologist, after years of teaching she became an adjunct professor at the University of Alberta's Faculty of Education. During her term in the Assembly Mrs. Mather tirelessly advocated on behalf of children's issues. She received many awards over the years, including the Alberta achievement of excellence in education in 1984 and the YWCA woman of distinction for education in 1997.

DECEMBER 30, 1929 – SEPTEMBER 2, 2015

STEWART (STU) ALDEN MCCRAE

Mr. McCrae was born in Gladstone, Manitoba, and later moved to Calgary to take a position in corporate law. In 1973, when a by-election was called for Calgary-Foothills, Mr. McCrae successfully ran for office. Mr. McCrae was re-elected in 1975 and again in 1979. Mr. McCrae served as a Minister Without Portfolio from 1975 to 1979 and Minister of Government Services from 1979 to 1982. During his tenure Mr. McCrae served on

many committees, including those of the offices of the Ombudsman, Auditor General and Chief Electoral Officer.

MARCH 31, 1923 – JANUARY 23, 2015

JAMES E. (BUD) MILLER

Mr. Miller served the Legislative Assembly of Alberta as the Member for Lloydminster for four consecutive terms from 1971 to 1986. Mr. Miller was born and raised in Kitscoty, Alberta. In addition to being a farmer and rancher, Mr. Miller served as a sergeant in the Royal Canadian Air Force during the Second World War. He was first elected to the Legislative Assembly in 1971. From 1979 until 1982 Mr. Miller served as the Associate Minister of Public Lands and Wildlife. The Bud Miller all seasons park in Lloydminster was named in his honour in June 1986 shortly after his retirement as a Member. His involvement in the development of the province continued afterwards with his participation in major initiatives such as serving as the chair of the biprovincial upgrader from 1988 to 1995.

DECEMBER 23, 1935 – JUNE 2, 2015

NORMAN ALLEN WEISS

Mr. Weiss was first elected on March 14, 1979, as the Member for Lac La Biche-McMurray. He served a total of four terms, the latter two for the electoral division of Fort McMurray. During his tenure Mr. Weiss served as Minister of Recreation and Parks from 1986 to 1989, Associate Minister of Family and Social Services in 1989 and Minister of Career Development and Employment from 1989 to 1992. Upon his retirement from the Assembly Mr. Weiss, who was born in Edmonton, noted his love for northern Alberta and his gratitude for having the opportunity to contribute to the development of programs and services for his northern constituency.

LEGISLATIVE ASSEMBLY OF ALBERTA